

IDAHO MILITARY DIVISION

Office of the Adjutant General
4040 West Guard Street, Gowen Field
Boise, Idaho 83705-5004



Strategic Plan 2004-2009

**... Guarding the Citizens and Traditions of
Idaho since 1890.**

Major General John F. Kane
The Adjutant General, Idaho

Section

2

introduction

IDAHO MILITARY DIVISION STRATEGIC PLAN: 2004-2009

NAME OF THE AGENCY

The name of the agency is the Idaho Military Division. It is sometimes referred to as "the Idaho National Guard," which is not an all inclusive name.

PURPOSE

The purpose of the Idaho Military Division (IMD) is to provide the **Idaho Army National Guard, the Idaho Air National Guard, the Bureau of Hazardous Materials and the Bureau of Disaster Services** with the necessary full time management, command and control, plans and policy development, fiscal accountability, real property and facilities management, equipment procurement and maintenance, personnel administration and special staff support including legal counsel, public affairs and inspector general services.

VISION STATEMENT

The **Idaho Military Division shall field** the best trained, best lead, and most highly motivated military organization in the United States. Citizen-Soldiers of the Idaho National Guard and Bureau of Disaster services should be willing and capable of defending the general welfare, individual liberties and democratic traditions of the people of our state and nation. We should be constantly prepared and willing to meet, defeat or turn any adversary at anytime and anyplace in the world, whether the adversary be in the form of a natural disaster or man-caused calamity.

The deep commitment we have to our families, neighbors, homes, business and communities will lead us to be the outstanding community example throughout the state of how to plan and conduct cooperative efforts that consistently improve the physical and social infrastructure of our land and communities.

MISSION STATEMENT (OUTCOME BASED)

The mission of the IMD is to **protect, preserve and defend** the lives, property and individual liberties of the citizens of Idaho and the United States, and to support and defend the constitutions of the State of Idaho and United States of America and the democratic traditions and institutions they embody.

Federal Mission.

National Defense. When called into the service of the nation by the president and Congress of the United States, individuals and/or units of the IMD and Idaho National Guard (IDNG) become an integral part of the Army or Air Force of the United States. Therefore, the federal mission of the IMD and IDNG is to assist the Departments of the Army and Air Force in meeting our national security needs by providing trained and deployable citizen-soldiers or military units for use by the national command authorities (NCA), which are constituted and disciplined as directed by the secretary of defense.

State Mission.

Disaster Response & Maintenance of Civil Order. When called into the service of the state by the governor of Idaho, the citizen-soldiers of the IDNG comprise the organized militia of Idaho. Therefore, the state mission of the IMD is to manage and coordinate all state government personnel and resources toward the prevention of imminent disaster or calamity, and the control, mitigation, recovery and reconstitution of any natural or man-caused disaster, calamity or civil strife which is a clear and present threat to the life, property, liberties or peaceful commerce of the citizens of Idaho. Upon executive order of the governor, the adjutant general will provide to state, county and local civil authorities sufficient militia and equipment of the IDNG and IMD in a timely and professional manner to assist civil authorities as required in the prudent but determined response to such disasters or civil disturbance.

Adding Value to Our Communities. In keeping with the belief that an ounce of prevention is worth a pound of cure, the IMD will plan, prepare, and promote, conduct or monitor various programs or activities designed to educate, motivate, inform or assist the general public and targeted risk groups concerning the following subjects which are known to produce conditions of imminent danger to the health, safety and well-being of the people, or which lead to a sure erosion of their individual liberties:

- **Disaster Preparedness and Response** for families, small groups and local civic authorities.
- **Drug Demand Reduction.** Recognizing and avoiding activities and substances known to be destructive to individual liberties, community order and peaceful commerce, or which pose an imminent threat to the safety and health of the people, such as the buying, selling or personal use of illegal drugs.
- **Community & Civic Values.** Assist local community leaders in teaching and preserving positive values and traditions of patriotism, civic duty, active participation in government, individual readiness and independence, and respect for all humankind regardless of race, religion, creed, sex or physical abilities.
- **“Adding Value” to the physical infrastructure** of our communities by utilizing state and federal military equipment under the control of the IMD in various engineering and other support projects where such activities do not

violate state or federal laws and where IDNG participation will not lead to a degradation of the combat readiness posture of the unit.

- **Coordinating Training & Delivery of Services** among various state agencies with similar or overlapping mandates, such as hosting Idaho State Police and Correctional Institution training activities, coordinating statewide emergency response, communications technologies and services, etc.
- **Education.** In keeping with the belief that well trained and educated citizen-soldiers also make the best employees, parents and citizens, the IMD will aggressively pursue civilian and military education and training opportunities for all employees, Guardsmen and their families.
- **History & Traditions.** Mandated specifically by the Idaho constitution, and in keeping with the belief that a people who forget the lessons of the past are doomed to continually repeat the mistakes of the past, the IMD will create and maintain a robust and citizen-oriented historical program to maintain and display our military honors, streamers, traditions, flags, banners and relics of the state, preserve the military history of the people of Idaho, and educate the people of Idaho concerning our rich and broad military history.

Implied and Supporting Missions.

In order to realize the vision and accomplish the broad missions of the Idaho National Guard and Bureau of Disaster Services, the following specific supporting or implied missions represent *clear mission objectives the IMD must consistently meet to be successful.*

The 10 MAXIMS of Providing for the Common Defense

The mission of mobilizing and deploying troops to defend the lives and property of the citizens of the state or nation can be summarized in a set of mission objectives, or maxims as follows:

1) ACQUIRE/CONSTITUTE (RECRUIT) THE FORCE. *Capable, intelligent and motivated men and women must be continually sought out and recruited for service in the Army or Air National Guard if we are to maintain our force structure and ability to respond effectively when needed.*

a) The IMD must be able to offer potential candidates a package of financial and educational benefits to attract them to the IDNG.

b) The IMD must create a challenging and rewarding environment within the IDNG to gain the confidence of potential members.

c) The IMD must publicly communicate the message that membership in the Guard is beneficial to the individual, his family, his employer and his community.

d) The IMD must maintain accession standards set by the service secretaries of the Department of Defense.

2) TRAIN AND MOTIVATE THE FORCE. *Without a well-trained, well lead, motivated and disciplined force, the battle cannot be won.*

a) Consistent with standards of training and discipline set by the Departments of the Army and Air Force, the IMD must motivate its membership to individually and collectively strive for excellence in achieving the vision and missions described herein.

b) The IMD must develop and embrace programs that nurture and train quality leaders to train the citizen-soldiers of their subordinate commands. It must publish and communicate clear standards of ethical and effective leadership for all levels of officers and NCOs, and enforce these standards by the example of the leadership of the IMD.

c) The IMD must acquire or develop the most effective training methods for every Guardsmen, and consistently embrace the highest standards of military training.

d) The IMD must reward soldiers and their trainers who achieve superior standards of training and duty performance in a timely and consistent manner with appropriate awards of incentive and recognition.

e) The IMD must publish the vision, mission and goals established herein, and ensure every Guardsmen understands the *nature, purpose* and *reason* these standards are set and how their achievement will ultimately benefit his own family and community.

3) EQUIP THE FORCE. *Without the best available tools for the force, the toil and sacrifice of soldiers will be wasted.*

a) The IMD must continually seek to care for and improve the lands, facilities, equipment and technologies used to train and outfit the soldiers of our command so they are sufficiently enabled to fulfill the mission.

b) The IMD must embrace the standard that every effort will be made to obtain the best clothing, equipment, transportation, quarters and food for our Guardsmen, and also must insist every Guardsman utilize the services and issue he receives with the greatest care and maintenance. Accountability for the care, use and maintenance of equipment will extend from the commander to the user level.

c) The IMD must consistently nurture a strict culture of honest, ethical stewardship of the equipment and materiel in our custody. We will do this by instituting and enforcing systems and standards, which help, ensure full and honest accountability for every item of issue or service we manage at taxpayer's expense.

4.) NURTURE /MAINTAIN THE FORCE (Support of Guardsmen & Families).

High states of unit cohesiveness and readiness can slip away when soldiers are not challenged or appreciated. Soldiers give the ultimate effort for a unit with leaders who also support them with ultimate effort.

a) Provide challenging Training. The IMD must devise creative and innovative strategies to gainfully employ and challenge Guardsmen at the level of their abilities during the time they spend at drill and training periods.

b) Recognize Employers. *The IMD understands a part-time citizen-soldier must have secure and stable employment before*

he can commit the time and effort to the demands of soldiering. Recognizing that membership in the Guard takes a certain and inevitable toll on a Guardsman's family and employer relationships, the IMD must embrace programs and activities designed to mitigate and minimize these challenges brought on by a Guardsman's devotion to his duties. The IMD must create and maintain open, honest and productive dialogue with the full-time employers of Guardsmen, educate Guardsmen and their employers of the necessary requirements and mutual benefits of military training, and remain as flexible as possible in our requirements of employers.

c) If the time a citizen must commit to the Guard may cause him to be less desirable as a potential employee, than the IMD must discover, devise and implement educational and employee enhancement programs and incentives which will compensate him or his employer by increasing his skills, expanding his experience, strengthening his character, or enhancing his public credibility as having a competitive edge because of his military skills and experience.

d) Support Physical Fitness Goals. The IMD must provide physical facilities & programs for use by our Guardsmen whereby they can achieve and maintain the standards of physical fitness demanded by the US Army or Air Force.

e) Support Educational Goals. The IMD must provide physical facilities and programs to assist Guardsmen meet the civilian educational demands of the US Army or Air Force and the subsequent financial burden acquiring additional education places on the Guardsman and his family.

f) Commitment to our Members. Just as the IMD is charged with the reconstruction and reconstitution of our communities besieged by natural disaster or civil dissent, so we must also be quick and sure to assist our own members whose personal lives have been beset and diminished from the effects of addictive substances, situational emotional distress and personal calamity or from unfortunate injuries. The IMD must go the extra mile to rehabilitate a Guardsman from such circumstances before he or she is declared unfit for military duties.

g) Recognize Families. The IMD must always be mindful that since the foundation of our communities are healthy, productive families, so also the foundation of a good soldier is the same. The most valiant warrior is that man or woman who has a strong home and loving family to fight for. The IMD must continue to offer and encourage a strong family support program, and recognize the contribution that spouses, children and near relatives give to producing strong citizen-soldiers.

5) RECOGNIZE THE THREAT (MISSION), PLAN THE RESPONSE. *The battle can be lost before it is even begun in the first moments of hesitation or confusion when some are still wondering "what hit them." Knowing how to wage a good fight is of little use if you do not realize who you must defeat, or when the battle begins.*

The IMD must be able to quickly recognize and understand and threat level of an imminent or present condition of extreme danger, then speedily prepare and communicate operations plans and orders that will effectively neutralize or mitigate the dangers at a minimum cost and disruption to the normal operations of state government and the lives and commerce of the citizenry.

6) MOBILIZE & DEPLOY THE FORCE. *"Suiting up" and getting to the battle in a timely manner is half the battle won; getting there "firstest with the mostest," however, is not the same as the fight itself, nor are the same skills, tactics or leadership qualities applicable.*

The IMD must ensure alert plans are in place for each probable contingency we face in our state and federal missions, and that the alert plans are tested on a regular basis. We must have ready plans and procedures in place for public announcement of troop mobilization. We must prepare and practice a variety of loading and transportation plans to ensure we can quickly and efficiently assemble our troops and equipment for both state and federal contingency plans. We must prepare and practice detailed administrative support plans and procedures to prepare deploying troops and their families and employers medically, legally, financially, emotionally and spiritually. We must be able to quickly activate employer support procedures when necessary.

7) ENGAGE THE FORCE. *"Find, fix and destroy the enemy," the military manuals read; but any good mother would add, "and don't be lolligagging around about it either, boy ..."*

The meat of all drill and annual training activities must be centered around the ability to meet and defeat an enemy on the field of battle, restore civil order, or protect life, limb and property during natural disasters.

8) INFORM & REASSURE THE PEOPLE. *The greatest fear never comes from what you know is going on, no matter how bad it gets; it's what you don't know or are unsure about that causes panic in folks. Soldiers who fear still fight; soldiers who panic break and run. Likewise, the people we're fighting for have the same instincts. If we want their confidence and support, then we must trust them with the truth of the battle and never leave them in doubt or uncertainty.*

The IMD must ensure each unit commander is prepared to integrate news media personnel in all phases of unit operations, and that a qualified public affairs representative is assigned and trained in each battalion sized element and higher. The IMD will strive to integrate "media on the battlefield" training into all major unit training activities. Unit commanders and staff at all levels must be familiar with the policies and procedures established through the command public affairs office.

9) RECALL/DEMOBILIZE THE FORCE. *Don't keep punching or hang around when the fight's over; we've got better things to do ... Experienced leadership knows that marching off to war is often less traumatic and stressful than returning home after the job's done..*

The IMD must ensure policies and procedures are in place and tested annually for the orderly re-deployment and demobilization of a force called to state duty, and be prepared to mobilize legal, medical and employer support for returning Guardsmen when necessary.

10) RECONSTITUTE THE FORCE. *Just because you win doesn't mean you can relax; the next challenge might just be big brother to the guy you just licked. Fallen comrades and soldiers who have had their bellyful can't stick around for the next round, either, so we lick our wounds, pat ourselves on the back, and start again at the beginning ... Same as maxim one.*

ASSUMPTIONS

In order to develop or revise a strategic plan, it is necessary to make assumptions concerning both the national as well as the state's social, political and economic environment during the years the plan addresses. The following assumptions are provided as a basis for developing the IMD's strategic plan for 2004-2009:

- **The United States will continue its status as the world's preeminent superpower** into the next century, burdened with the increasing risk that the nation will be tempted (or required) to intervene with military forces whenever regional instabilities threaten international trade or commerce of the U.S. and her allies, or otherwise prove to be a threat to regional or global stability.
- Due to the **increasing availability of military weaponry** and sophisticated communications technology to emerging world powers as well as disaffected ideological groups, a steadily increasing risk exists that such groups will sporadically disrupt U.S. commerce and industry at home and abroad, destroy the lives and property of U.S. citizens, and engage in terrorist activities at a greater and greater standoff range.
- As **sophisticated technologies become available to emerging regional powers**, smaller nation-states will increasingly attempt to dominate or disrupt the "status quo" of existing international order by individually or collectively challenging the ability of the U.S. and her allies to maintain economic and military dominance.
- **Increasing acts of domestic terrorism and violence** by ideological terrorist groups and organized criminal elements will require **steadily increasing public security measures** across the nation in public commerce and recreational areas, governmental offices, utilities and public works, sensitive industrial manufacturing sites, and the network of surface and air transportation routes. Due to citizen distrust of enlarging federal police powers, state and federal governments will increasingly turn to state National Guard troops to maintain public order.
- The U.S. will continue in the attempt to **achieve national security objectives** through the **collective efforts of allies, coalition partnerships and NATO** or United Nations auspices; international pressure will increasingly mount for the U.S. to join in the creation and maintenance of a standing international military force. International demands will persist that the U.S. relinquish national command sovereignty of U.S. forces, which may be committed to such an international army or police authority.
- **Criminal commerce in illegal substances and technologies** will increase, as will organized crime and street gang domination of real and virtual territorial claims for the manufacture, sale and distribution of such products and services. Turf battles will grow increasingly violent, substantially threatening

the peace, stability and ability of entire communities to engage in productive trade, commerce or recreational activities.

- **Fiscal constraints facing the U.S. Congress** will continue the trend of **steadily reduced defense spending** in real dollars. The nation will continue its return to an increasing reliance on the National Guard of the US to meet internal security requirements, provide border security operations, and engage in international “stability operations” and “nation building.”
- The **population** of Idaho’s cities and rural areas will continue marked growth during the next decade.
- The **state economy will continue its growth** relative to the national economy, and state tax revenues will grow proportionally; but as the federal government is increasingly unable to finance demands for social programs and escalating judicial system costs, the sizable constituency created by the federal government through years of various social spending programs will increasingly pressure state and local governments to make up the difference.
- **The major risks to Idaho’s general population will be from natural disasters.** The state must plan to effectively weather floods, earthquakes, wild land and urban fires and severe winter storms. Shifting weather patterns force us to conclude that the recent increase in natural calamities will continue present trends.
- Man caused calamities posing an increasing risk to the health, safety and well-being of Idaho’s population will be organized criminal activities, hazardous material incidents, loosely organized resistance to federal enforcement authorities, and related civil unrest. The risk of criminal or ideological based terrorist activity will increase during the next five years.
- The public’s **increasing reliance on instantaneous and reliable communications** technologies will exponentially increase the need to expand the capacity of the systems, and greatly increase the requirement of state government to efficiently manage and coordinate the state’s public communication systems.
- **Economic and easy access to public databases and governmental communications** by individuals and small groups will pressure government at all levels to become even more accountable for its actions and programs. **Private enterprise will increasingly compete with governmental agencies** to provide social and community services. The demand for individual and small group solutions to perceived community and social ills (as opposed to mass programs) will steadily tax the ability of state, local and county governments to satisfy an increasingly segmented state demographic profile.

KEY FACTORS & EXTERNALITIES WHICH MAY AFFECT THE AGENCY

Key factors and externalities beyond the ability of the IMD to effectively manage or control which may substantially affect the ability of the IMD to achieve its mission and goals are identified as follows:

1) DEFENSE EXPENDITURES FOR THE NATIONAL GUARD.

Scenario. A sharp recessionary decline in federal tax receipts, a ballooning budget deficit, or some unforeseen political shift and upheaval causes federal defense expenditures earmarked for the National Guard to markedly decline.

Effect on IDM/IDNG/BDS/BHM Normal Operations. Since approximately 98% of all funding is provided by the federal government, the BDS/BHM and IDNG would be drastically affected depending on the level of defense expenditures maintained.

Effect on IDNG/BDS/BHM Disaster Response Ability. Will substantially and dramatically negatively affect the ability of the IMD to accomplish any of its stated mission, goals and objectives.

Affect on State and Local Economies. The loss of hundreds of millions of dollars to the state economy will also have a substantial affect on the state's ability to react to state disasters.

Likelihood of Occurrence (estimate). Marginal within the next 5 years.

Possible Solutions/Alternatives. The only possible solution to such an occurrence (assuming the state desired to maintain an emergency response capability) would be to create and institute a comprehensive strategy and funding formulae to shift large portions of the IDNG and BDS functions and capabilities to complete state accountability and management as federal resources were withdrawn.

2) THE "2 SIMULTANEOUS WARS" SCENARIO.

Scenario. The US finds itself engaged in two medium to high intensity regional conflicts (such as the Gulf War) and at least one or more "stability operations" (such as Somalia or Bosnia-Herzegovina) which require activation of a substantial percentage of the state's National Guard forces. Substantial terrorism activity is waged against domestic US targets as a strategy of war. Little or no state defense forces are available to provide or supplement home security measures; likewise, no forces are left to react to major natural disasters.

Affect on IDM/IDNG/BDS/BHM Normal Operations. BDS/BHM would remain unaffected. Depending on the details of the scenario, the state would have little or no military resources to draw on.

Affect on IDNG/BDS/BHM Disaster Response Ability. BDS/BHM retains their coordination capabilities without the resources and manpower of the IDNG.

Affect on State and Local Economies. Some negative impact as federal expenditures supporting the local training activities dry up.

Likelihood of Occurrence (estimate). Marginal during next five years.

Possible Solutions/Alternatives. Prepare state plans to re-establish the organized militia and/or county reserve police forces similar to operations during World War II.

the Idaho Military Division

A DESCRIPTION OF THE AGENCY AND ITS MAJOR SUB-DIVISIONS

AUTHORITY & ORGANIZATION

State Charter and Political Organization

The State of Idaho Military Division is created by Title 46 of the Idaho Code, and exists to fulfill the intent of Article XIV, the Idaho Constitution, as amended.

The IMD exists as a political subdivision of the **Executive Office of the Governor of Idaho**, inasmuch as the governor is appointed and charged by the state constitution as the commander-in-chief (CINC) of the Idaho National Guard and all military forces within the jurisdiction of the State of Idaho.

The IMD is under the direction of the **Adjutant General, Idaho (AG-ID)**, who is appointed to that position by the governor and serves at his pleasure. Idaho Code proscribes the position be filled by a highly trained military officer capable of holding the federally recognized rank of major general in the Army or Air Force of the United States. The Idaho constitution describes the AG-ID as being the “**commanding general**” of all military forces organized within the state (excluding U.S. national forces). Idaho Code, names him as the chief administrative officer of the IDM as well as the Bureau of Homeland Security (BHS), components of the IMD. Additionally, the Idaho Code invests in the IMD the functions of a State Emergency Response Commission, as described in the Federal Emergency Planning and Community Right to Know Act.

The Adjutant General and Commanding General of the Idaho National Guard is assisted in his duties by a Deputy Commanding General of the Idaho Air National Guard (IDANG), a Deputy Commanding General of the Idaho Army National Guard (IDARNG), both brigadier general officers, and by state director for BHS.

- The current adjutant general is Maj. Gen. John F. Kane.
- The current assistant adjutant general for the IDANG is Brig. Gen. Gary Saylor.
- The current full time assistant adjutant general for the IDARNG Brig. Gen. Larry Lafrenz.
- The current director of the BHS is Mr. William H. Bishop.

The IDAHO MILITARY DIVISION

Composition and Component Organizations

The IMD is the executive authority which directs the plans and operations of the its four major political subdivisions: the **Idaho Army National Guard**, the **Idaho Air National Guard**; the **Bureau of Disaster Services** and the **Bureau of Hazardous Materials**. All of these organizations are located at Gowen Field, Boise, with armories of the IDARNG located in communities across the state.

The **Idaho Army National Guard** is directed, inspected and measured in its ability to train and execute its federal mission by the U.S. Army.

The **Idaho Air National Guard** is directed, inspected and measured in its ability to train and execute its federal mission by the U.S. Air Force.

Similarly, the **Bureau of Homeland Security** receive large amounts of funding from, and has negotiated planning and operational agreements with the Federal Government.

Idaho Military Division Staff & Major Functional Areas

The Adjutant General is assisted in the full-time administration of the IMD by subordinate military commanders and support and special staff officers and offices. Inasmuch as the National Guard of each state is a partner in providing for the national defense as well as the states' missions, most staff offices are manned by a hybrid combination of state and federal employees, or state employees whose salaries are reimbursed at some percentage level by the federal government. Although some of the following offices and activities are not an official appendage of the IMD, they all play an integral role in the IMD's ability to accomplish state related functions on a daily basis:

- Office of the Adjutant General, Idaho (state)
 - Office of the Assistant Adjutant General, Air (state)
 - Office of the Assistant Adjutant General, Army..... (state)
 - State Director, Bureau Disaster Services..... (state/federal)
 - State Director, Bureau of Hazardous Materials (state/federal)
 - Military Division Accounting Office (state)
- Acquires, manages and accounts for all state property and performs the function of chief comptroller for the IMD.
- Human Resources Office (state & federal)
- Joint Staff Human Resources Office managing all full-time state, federal and active guard-reserve soldiers assigned to the Idaho National Guard and Idaho Military Division.
- United States Property & Fiscal Office (federal)

Acquires and accounts for all federal property assigned to the IDNG, and for all fiscal management practices and policies on behalf of the National Guard Bureau, Washington, DC.

- Legal Affairs Office(federal)

Also known as the staff judge advocate, the chief legal advisor to the Adjutant General.

- Public Affairs Office (state/federal)

Advises the adjutant general on community relations and activities, media relations, and is responsible for publishing and distribution of all internal information products. Publishes the "Reveiller," the IDNG's unofficial news tabloid.

- Office of the Inspector General(U.S. Army)

A regular Army officer assigned to the IDNG to advise the adjutant general on command ethics policy.

- Senior Army Advisor Group.....(U.S. Army)

A regular Army senior officer and command sergeant major assigned to the IDNG to advise the adjutant general on the U.S. military command policies and procedures and to act as liaison between the IDNG and the 5th United States Army.

- Family Program Coordinator(federal)

A joint office of the Idaho Army National Guard that coordinates the activities and official policies of the family support groups organized in armories and communities across the state. Family support groups are volunteer organizations designed to mitigate the unique stresses and demands shared by military families.

- Command Sergeant Major(federal)

Advises the Adjutant General on the general morale, readiness and discipline of the enlisted members of the IDNG. Functions as a personal representative of the adjutant general to the enlisted men and women of the command. Coordinates and reports on the ability of the Guard's non-commissioned officer (NCO) corps to train junior Guardsmen in individual military skills.

- Environmental Management Office (state/federal)

Manages a comprehensive and extensive environmental preservation, enhancement, research and educational program for the Orchard Training Area south of Gowen Field.

- Idaho Military Historical Museum(volunteer)

Collects, stores and maintains constitutionally mandated historical records, archives, awards and memorabilia. Currently the museum is not funded. It is operated by the Idaho Military History Society on a volunteer basis through an MOU with the Adjutant General

- Gowen Field Base Support Operations & Activities (IDANG)

The IDANG performs all functions related to base command and support operations for Gowen Field; a partial list of activities:

- Security Police (state/federal)
- Base Fire Station (state/federal)
- Base Communications Center (state/federal)
- Base Civil Engineer(federal)

- Army & Air Force Exchange satellite facility from Mountain Home AFB provides clothing sales, sundry and package sales, and barber shop.....(AAFES)
- Boise State University Civilian Education Office..... (state)
An extension facility from BSU offers a variety of adult extension classes at Gowen Field for area residents as well as civilian educational counseling for Guardsmen.
- Retiree Services Office(volunteer)
Performs a variety of services for retired military members in the area, primarily operating the Mountain Home Air Base pharmacy extension at Gowen Field.
- Military Emergency Response Team (MERT)..... (state)
Full-time employees of the IMD organized into a quick response platoon capable of deploying throughout the state to assist local law enforcement authorities in civil disorder or criminal activities.
- Guardian Medevac.....(federal)
Aeromedical evacuation and life support services in support of Orchard Range training operations, the Guardian Medevac pilots and emergency medical NCOs have often responded to area civilian emergencies when St. Alphonsis LifeFlight was unable or not capable of response.
- Director, Annual Training Site(federal)
Manages a wide variety of site training support services, including a rather extensive Orchard Range fire fighting capability and range military police operations. (See listing under structure of IDARNG)
- Affiliated Offices & Activities associated with the IDNG, but not an appendage of the IMD or IDNG.

Idaho Committee for Employer Support of the Guard & Reserve (ESGR)(volunteer /federal)

A statewide committee comprised of voluntary business representatives for each armory or unit across the state who educate Guardsmen and their employers on federal and state laws protecting the employment status of Guardsmen during periods of military duty. Provides ombudsman services and legal council to Guardsmen and employers.

- Officers Club(private)
- Idaho Officers Association(private)
- Idaho Enlisted Association of the NGUS.....(private)
- NCO Club & Open Mess(private)
- Idaho Military Historical Society.....(private)
Operates the Idaho Military Museum on behalf of the AG-ID
- IDNG Federal Credit Union.....(private)

the IDAHO NATIONAL GUARD

**Composition of
the State Militia
& Idaho National
Guard**

By virtue of the constitution of Idaho, there exists a perpetual militia, composed of all able bodied males between the ages of 16 and 48 who are subject to the call of the governor to state duty in order to defend and preserve the life, limb, property or liberties of the citizens of the state.

The "militia" of each state in the United States is an embedded body within that republic's electorate, and is part and parcel of the very fabric of our constitutional theory of a democratic citizenry in a free state. While each state's own constitution differs somewhat, the "militia" of the electorate is generally composed of all able-bodied males (with certain exemptions normally provided by law) who are expected, as a consequence of their privilege of being a sovereign citizen of a free land, to be prepared to defend that same sovereignty of their collective communities against whatever forces seek to destroy or subjugate them.

Idaho Code divides militia of Idaho into three distinct classes: the **unorganized militia**, the **organized militia**, and the **Idaho National Guard**, which is technically part of the organized militia.

The unorganized militia is composed of all able-bodied males previously described but who (a)... are not affiliated with a formally constituted military troop or company, (b)... who have no commission or title of military rank, and (c)... are not current members of the organized militia.

The organized militia, sometimes referred to as "irregulars," is called a "State Defense Force" by the federal government. The organized militia consists of any and all organized bodies of citizens within the state who may assemble from time to time for the purposes of practicing individual and collective military skills. They must

- have been duly and lawfully called to state duty by the governor, or have received written recognition from him only, and no other public official;
- have secured written commissions and appointments for their officers from the governor, and
- have presented an official muster roll of members to the adjutant general, Idaho, recognizing him as the commanding general of all militia forces constituted in the state of Idaho.

The last time Idaho had any organized militia forces was the 4th Idaho Infantry Regiment during World War II, and was called the "Idaho State Guard." There is currently no authorized or lawfully established militia forces in Idaho besides the IDNG.

The **Idaho National Guard** is that portion of the organized militia of Idaho which is mandated by Idaho Code to be so constituted and disciplined so as to conform with the standards proscribed by the Secretary of Defense through the Departments of the Army and Air Force. Members of the IDNG are also *concurrently* members of a "twin" militia of the United States called the **National Guard of the United States (NGUS)**. Members of the

IDNG/NGUS are subject to a call to federal military service by the president and congress just as they are to state military service by the governor.

The IDNG is comprised of the Idaho Army National Guard and the Idaho Air National Guard.

The Idaho Army National Guard

The Idaho Army National Guard is based in 27 communities across the state. Our federally authorized strength is 3,444 with current assigned strength of 83%.

The federal budget of the IDARNG is\$ 68,099,079.00

The state budget is\$ 31,160,000.00

IDARNG units and major activities are listed below according to the community in which the unit(s) are based.

UNITAUTHORIZED STRENGTH

BOISE

π HEADQUARTERS, STATE AREA COMMAND 259

Gowen Field. Provides overall command & control of all IDARNG units and activities, and direct administrative control of the following units:

" DET 1, SELECTIVE SERVICE.....5

" DET 3, MEDICAL..... 65

" 25th ARMY BAND 41

" DET 35, OPERATIONS SUPPORT AVIATION (NGB)8

Provides fixed wing military airlift support for official military travel (C-12).

" DET 1, 115th M PAD 10

Provides public affairs and military journalism services.

" "101st CST (WMD) 22

π INSTALLATION SUPPORT UNIT 123

Provides logistical, personnel and administrative support to Gowen Field in the event of a mobilization of the National Guard.

π CO B, 1st BATTALION, 189th COMBAT SUPPORT AVIATION 36

Gowen Field. Provides Aeromedical evacuation services with 6 UH-60 helicopters. Operates 2 full time crews for GUARDIAN MEDIVAC with the only hoist capability for medical response in the state.

π REGIONAL TRAINING INSTITUTE 204TH Regiment..... 79

Gowen Field. Part of the Total Army Schools System, Idaho operates several state and nationwide schools consolidated as an armor, ordnance and general studies battalion. These schools are:

1-204th ARMOR BATTALION-ARNG ARMOR TRAINING CENTER. Since 1983, trains M1 and M1A1 main battle tank commanders and crews, provides

armor basic NCO and advanced NCO training to approximately 830 students annually with a cadre of full and part time Guardsmen.

2-204th ORDNANCE BATTALION-REGIONAL TRAINING SITE MAINTENANCE. Since 1989 one of 13 nationwide sites conducting occupational qualification training, basic and advanced NCO schools for approximately 325 reserve and Guard soldiers annually with a cadre of active Guard soldiers.

“3-204th (GS) General Studies

Since 1957, conducts Idaho Officer Candidate School, basic and advanced NCO training, and Non-Prior Service soldier preparation training. Additionally, the battalion supports Army Reserve Schools conduct of military occupation qualification training. The training programs are conducted with a cadre of part-time guard members.

π COMBAT VEHICLE TRANSITION TRAINING TEAM..... 17

Gowen Field. Since 1986, transitions ARNG tank battalions from older M-1 tanks into the newer Abrams M-1A1 tank and trains associated maintenance and battle skills.

π ARMY AVIATION SUPPORT FACILITY *

Gowen Field. Managed by the IDARNG deputy chief of staff for aviation (DCSAVN), utilizes and maintains 18 AH-64 Apache attack helicopters and 6 UH-60 Blackhawks for the Co B, 1-89 Combat Support Aviation Battalion. The DCSAVN also manages the full time operation of DET 35, OPERATIONAL SUPPORT AVIATION of the National Guard Bureau, which operates a C-12 aircraft in Idaho. (* All full-time personnel are also part-time members of IDARNG units.)

π ARNG TRAINING SITE *

Gowen Field and the Orchard Training Area. Manages all IDARNG training support facilities and services, including:

44 barracks and 14 BOQs capable of quartering 2,928 soldiers.

11 dining facilities capable of feeding 3,200.

22 headquarters buildings for company to brigade sized elements.

Support facilities such as classroom, bleachers, and simulation training support centers and equipment.

Manages and maintains the Orchard Training Area (OTA), a 138,000 acre training site 13 miles south of Gowen Field. Includes 14 ranges and 22 maneuver training areas totaling 73,000 acres.

Multi-purpose range complex (heavy), a 5,200 acre state of the art computer controlled range capable of supporting all US Army tank, Bradley Infantry and Apache helicopter gunnery tables. The largest and most difficult range of its type in the US Army.

Ammunition Supply Point. 15 igloos and facilities issue approximately 164 short tons of ammunition per month.

π MOBILIZATION & TRAINING EQUIPMENT SITE (MATES) COMPLEX. *

Orchard. Stores, maintains and issues 148 M1/M1A1 Abrams tanks, 37 M2/M3 Bradley Fighting Vehicles and numerous other combat vehicles, a state of the art automatic and environmentally sound vehicle wash facility, and a high volume fuel distribution center.

- π COMBINED SUPPORT MAINTENANCE SHOP (CSMS)..... *
- Gowen Field. Provides direct and general support maintenance for all units through the state
- π ORGANIZATIONAL MAINTENANCE SHOP #3..... *
- Gowen Field. Provides organization maintenance for Gowen Field stationed units.
- π HEADQUARTERS, 116TH CAVALRY BRIGADE..... 293
- Gowen Field. \$5 million armory complex includes fitness center and numerous conference and classrooms as well as secure storage, maintenance and kitchen facilities. Subordinate units are located throughout Idaho, Oregon, Montana and Utah.
- π 216TH MILITARY INTELLIGENCE COMPANY..... 39
- Gowen Field. Provides military intelligence services for the 116th Cavalry Bde.
- π Co C, 2-116TH CAVALRY..... 63
- Gowen Field. A tank company of the 2-116th Cavalry (Twin Falls), part of the 116th Cavalry Brigade.
- π Co C (MEDICAL), 145TH SUPPORT BATTALION 120
- Gowen Field. Provides the medical triage, emergency life and dental support services, and ground evacuation for the 116th Cavalry Brigade.
- π CO B (MAINTENANCE), 145TH SUPPORT BATTALION 187
- Provides the field maintenance and recovery support for the 116th Cavalry Brigade.
- π 1ST BATTALLION, 183RD AVIATION (ATTACK HELICOPTER) 309
- Gowen Field. Combat mission is to destroy enemy armor, mechanized and other forces. Assets include 18 AH-64 Apache helicopter gunships,.
- π IDARNG RECRUITING & RETENTION COMMAND..... *
- Coordinates all recruiting offices and activities for the IDARNG throughout the state.
- π DRUG DEMAND REDUCTION OFFICE *
- Operates educational and limited support for civilian drug awareness efforts, especially in the public schools.
- π DRUG INTERDICTION OFFICE *
- Coordinates the use of National Guard personnel and equipment support to civilian law enforcement agencies for the interdiction and enforcement of US and state controlled substances laws.
- π SUBSTANCE ABUSE OFFICE..... *
- Coordinates drug testing of National Guard personnel in order to promote healthy lifestyles and to enhance drug awareness and drug prevention in the Idaho National Guard.
- π US ARMY RESEARCH INSTITUTE
- (Boise State University) Coordinates a variety of US Defense Department research activities associated with the reserves and National Guard in Idaho. *NOT PART OF THE IDAHO NATIONAL GUARD OR STATE MILITARY DIVISION*
- π GENERAL DYNAMICS-LAND SYSTEMS OFFICE

Operates an extension facility and corporate liaison office to track the maintenance and operational support requirements of the M1 series Abrams tank. *NOT PART OF THE IDAHO NATIONAL GUARD OR STATE MILITARY DIVISION*

BLACKFOOT

- π BATTERY A, 1ST BATTALION, 148TH FIELD ARTILLERY 59
- Artillery firing battery of the 1-148th Field Artillery, part of the 116th Cavalry Brigade headquartered in Boise.

BONNER'S FERRY

- π DET 1, CO C, 116TH ENGINEER BATTALION..... 28

GOODING

- π DET 1, HHC, 2-116TH CAVALRY 24
- Part of the headquarters company of the 2-116th Cavalry (Twin Falls), which is part of the 116th Cavalry Brigade (Boise).

BURLEY

- π AREA RECRUITING & RETENTION OFFICE
- π CO B, 2-116TH CAVALRY 63
- Tank Company of the 2-116th Cavalry, a part of the 116th Cavalry Brigade headquartered in Boise.

CALDWELL

- π ORGANIZATIONAL MAINTENANCE SUB SHOP #2
- π AREA RECRUITING & RETENTION OFFICE
- π HEADQUARTERS, 145TH SUPPORT BATTALION 74
- Headquarters element of the battalion, which provides logistics, supply, various services, medical, transportation and maintenance support services for the 116th Cavalry Brigade headquartered in Boise.

POST FALLS

- π ORGANIZATIONAL MAINTENANCE SUB SHOP #1
- π AREA RECRUITING & RETENTION OFFICE
- CO A, 116TH ENGINEER BATTALION 104
- π CO C (-), 116TH ENGINEER BATTALION..... 76
- A combat engineer company for 116th Engineer Battalion, which is part of the 116th Cavalry Brigade headquartered in Boise.

DRIGGS

- π 938TH ENGINEER DET 20
- A fire fighting engineer unit.

EMMETT

- π CO A, 2-116TH CAVALRY 63
- A tank company of the 2-116th Cavalry (Twin Falls), which is part of the 116th Cavalry Brigade headquartered in Boise.

GRANGEVILLE

π DET 2, CO B, 116TH ENGINEER BATTALION..... 28

Part of Co B (Moscow) of the 116th Engineer Battalion (Lewiston) which is a part of the 116th Cavalry Brigade (Boise).

HAILEY

π DET 2, HHC 2-116TH CAVALRY 30

A part of the headquarters company of the 2-116th Cavalry (Twin Falls) of the 116th Cavalry Brigade (Boise).

IDAHO FALLS

π ORGANIZATIONAL MAINTENANCE SHOP #6

π AREA RECRUITING & RETENTION OFFICE

π DET 4, CO B, 145TH SUPPORT BATTALION 15

Part of the maintenance company for the 116th Cavalry Bde.

π Service Battery, 148th Field Artillery 78

JEROME

π ORGANIZATIONAL MAINTENANCE SHOP #4

π DET 3, HHC, 2-116TH CAVALRY 70

LEWISTON

π ORGANIZATIONAL MAINTENANCE SHOP #1

π AREA RECRUITING & RETENTION OFFICE

π HHC, 116TH ENGINEER BATTALION (COMBAT)..... 130

The headquarters element for the combat engineer battalion of the 116th Cavalry Brigade (Boise). Operates a variety of combat engineer equipment, including bulldozers and bridging equipment.

MOSCOW

π CO B (-), 116TH ENGINEER BATTALION..... 48

A combat engineering company of the 116th Engineer Battalion (Lewiston), part of the 116th Cavalry Brigade (Boise).

**MOUNTAIN HOME
(EDGE MEADE)**

π DET 1, CO B, 145TH SUPPORT BATTALION 45

Part of the maintenance company of the 116th Cavalry Brigade.

NAMPA

π ORGANIZATIONAL MAINTENANCE SHOP #2

π AREA RECRUITING & RETENTION OFFICE

π CO A (SERVICE & SPT), 145TH SUPPORT BATTALION..... 65

Provides additional transportation (trucks) and support for the 116th Cavalry Brigade (Boise).

OROFINO

π DET 1, CO B, 116TH ENGINEER BATTALION..... 28

Part of Company B (Moscow) of the 116th Engineer Battalion (Lewiston), a part of the 116th Cavalry Brigade (Boise).

PAYETTE

π DET 1, CO A, 145TH SUPPORT BATTALION 79

Part of the transportation company for the 116th Cavalry Brigade.

POCATELLO

π ORGANIZATIONAL MAINTENANCE SHOP #5

π AREA RECRUITING & RETENTION OFFICE

π HHB, 1ST BATTALION, 148TH FIELD ARTILLERY 170

The headquarters battery for the 1-148th Field Artillery. Provides 105mm self propelled howitzer artillery fire and maneuver support for the 116th Cavalry Brigade (Boise).

PRESTON

π DET 1 A BAT, 1-148 FIELD ARTILLERY 43

Part of A BAT (Blackfoot) of the 1-148th Field Artillery (Pocatello), part of the 116th Cavalry Brigade (Boise).

REXBURG

π HQ, C BTRY, 1-148 FIELD ARTILLERY 59

The headquarters element for C Battery, 1-148th Field Artillery (Pocatello), part of the 116th Cavalry Brigade (Boise).

ST. ANTHONY

π DET 1, C BAT, 1-148 FIELD ARTILLERY 43

Part of C BAT (Rexburg) of the 1-148th Field Artillery (Pocatello), part of the 116th Cavalry Brigade (Boise).

TWIN FALLS

π AREA RECRUITING & RETENTION OFFICE

π HHC, 2-116TH CAVALRY 188

The headquarters company for the major combat maneuver tank battalion of the 116th Cavalry Brigade (Boise).

WILDER

π DET 2 CO A (TRANS), 145TH SUPPORT BATTALION 34

A portion of Company B (Nampa), provides additional transportation (trucks) to the 116th Cavalry Brigade (Boise).

π BRIGADE MATERIEL MANAGEMENT CENTER 55

Provides logistical support for brigade units, traditionally supplies over a billion dollars worth of food, fuel and other class of supplies to units training in Boise area.

The Idaho Air National Guard

The Idaho Air National Guard is located at Gowen Field, Boise, Idaho. Our federally authorized strength is 1,455 with current assigned strength of 91.3%.

The federal budget of the IDANG is.....\$ 59,910,100.00

IDANG units and major activities are listed below.

UNIT.....STRENGTH

π HEADQUARTERS, IDAHO AIR NATIONAL GUARD

Provides command and control for the IDANG and affiliated activities, such as Gowen Field base support services.

π HEADQUARTERS, 124TH WING

A component of the US Air Force's Air Combat Command (ACC), the 124th WG provides command and control of the wing, including 15 primary assigned A-10 "Warthog" fighters (plus 1 load trainer and 2 spares) for close air support of ground maneuver forces, and 4 C-130 "Hercules" cargo aircraft (plus 1 spare), which are air land and air drop capable. We also have a geographically separated unit which operates the largest range squadron in the ANG and provides daily support to the Air Force.

π 124TH OPERATIONS GROUP

π 189TH AIRLIFT SQUADRON

Operational Squadron for the C-130 Hercules.

π 190TH FIGHTER SQUADRON

Operational fighter squadron for the A-10 Warthog.

124TH AIR OPERATIONS SUPPORT SQUADRON

124TH Operational Support Flight

124TH Aerial Port Flight

π 124TH LOGISTICS GROUP

- 124TH MAINTENANCE SQUADRON
- 124TH LOGISTICS SQUADRON
- 124TH AIRCRAFT GENERATION SQUADRON
- 124TH LOGISTICS SUPPORT FLIGHT

π 124TH SUPPORT GROUP

- 124TH CIVIL ENGINEERING SQUADRON
- 124TH MILITARY PERSONNEL FLIGHT
- 124TH COMMUNICATIONS FLIGHT
- 124TH MISSION SUPPORT FLIGHT
- 124TH SERVICES FLIGHT

π 124TH MEDICAL SQUADRON

π 266TH RANGE SQUADRON located at Mountain Home Air Base

Bureau of Disaster Services

The Bureau of Disaster Services is located in the Bennett Building on Gowen Field, Boise. The bureau coordinates the state and federal response to disasters and assists local jurisdictions with emergency and disaster mitigation and preparedness activities. The bureau also operates the State Emergency Operations Center (EOC) in accordance with the State Disaster Preparedness Act (Chapter 10, Title 46, of the Idaho Code). The bureau consists of 21 employees, many of whose salaries are partially reimbursed by the federal government.

The federal budget of the BDS is: \$1,165,878
 Sub-grants to counties..... \$ 396,303

The bureau is the grant administrator for the Emergency Management Performance Grant (EMPG) provided by the Federal Emergency Management Agency (FEMA). The EMPG represents a conceptual change at the federal level from the "performance partnership" from prior years. Under the EMPG, federal requirements stringently focus on increasing capability while simultaneously reducing risk at the state and local levels. The state and its political subdivisions are required to establish an accelerated all-hazards risk reduction program addressing critical weaknesses identified in the Capability Assessment for Readiness (CAR). State and local work plan proposals must describe quantified and measurable objectives associated with performance measures for each of 13 Emergency Management Functions (EMFs), which are then validated by established baselines, tracking methodologies and reporting mechanisms.

The bureau also coordinates state and federal disaster assistance programs as described in the Federal Response Plan, the Robert T. Stafford Act and Section 44 of the Code of Federal Regulations in support of local response and recovery objectives in the event of a federally declared disaster. During federally declared disasters, the bureau directly manages, supervises or coordinates the activities of 26 state agencies and 28 federal agencies who provide various separate programs for disaster relief.

MAJOR FUNCTIONS.

π PUBLIC INFORMATION.

Manages the gathering, analysis and public dissemination of emergency information during major emergencies, disasters and exercises. Public Information Emergency Response (PIER) Teams support local and state governmental emergency information objectives.

Assists the Operations Unit in managing the Emergency Alert System (EAS) utilizing volunteer commercial broadcast stations and cable operators to disseminate emergency information to the public through commercial radio and television. This is the government's primary means of alerting the public of a major emergency or disaster locally, regionally or statewide.

Provides training and education to public officials regarding interoperability with the news media during emergencies and disasters.

□ MITIGATION UNIT.

- **MITIGATION PLANNING:** Provides planning and field operations to prevent or reduce disaster-caused loss of life, injury to people and damage to property, the environment and the economy before and after natural disasters occur.

PROJECT IMPACT: Assists FEMA-selected local jurisdictions with the organization and implementation of sustained local initiatives for reducing the effects of natural disasters on local communities. Initiatives are local government-sponsored programs led and funded by the private sector. Some very limited federal seed money is available on a competitive basis; usually one local jurisdiction per year is selected for federal funding.

- **POST-DISASTER MITIGATION:** Provides limited assistance to local jurisdictions with planning and post-disaster assistance to prevent or reduce future damage to communities as a result of disasters similar to that just experienced. Projects are partially funded on a competitive basis.

π PREPAREDNESS UNIT.

- **EMERGENCY PLANNING:** Assists state agencies and local jurisdictions with planning activities to mitigate, prepare, respond and recover from major emergencies and disasters. Reviews state agency and local plans to ensure they are interoperable with state and federal disaster response and recovery procedures.
- **CONSEQUENCE MANAGEMENT PLANNING:** Provides planning assistance to state agencies and local jurisdictions for recovery from terrorism and the use of Weapons of Mass Destruction including the use of explosives, chemical, biological, nuclear, radiological, and cyber-based weapons.
- **EARTHQUAKE PLANNING:** Assists state agencies and local communities with preparing for the possibility of earthquake. Monitors earthquake activity in the state and regional areas.
- **TRAINING & EXERCISE PREPAREDNESS:** Assists state agencies, local jurisdictions and the private sector with self-assessment of disaster preparedness programs, equipment and personnel. Assesses ongoing needs of local government and the public, and provides ongoing training and exercises to enhance general disaster readiness and to identify weaknesses in the overall state and local response and recovery system.

□ OPERATIONS UNIT.

- **AREA FIELD OPERATIONS** provide direct emergency management support to local officials, private sector organizations and citizens for mitigation, preparedness, response and recovery. During major emergencies and disasters, Area Field Officers and the Boise staff work closely with public officials and first responders. When local resources are overwhelmed, the Operations Unit coordinates the deployment of state-owned or contracted resources to assist local government.
- **THE STATE EMERGENCY OPERATIONS CENTER** provides logistical coordination of state and federal resources in support of local jurisdictions

during major emergencies and disasters. It is the central point where emergency information is gathered, analyzed, interpreted, displayed and disseminated for decision-makers and coordinators during major local, state and federally declared disasters. The Emergency Operations Center is staffed with personnel from many of the 26 state agencies and 28 federal agencies during major emergencies and disasters.

THE EMERGENCY COORDINATION CENTER collects, analyzes, interprets and disseminates incident, accident, road and weather information. Provides centralized logistical coordination of state resources in support of local jurisdictions prior to a state or federally declared disaster. The Emergency Coordination Center is staffed with BDS personnel.

- THE EMERGENCY ALERT SYSTEM provides emergency information from local jurisdictions and state agencies to the general public using volunteer broadcaster and cable facilities locally, regionally and statewide, when necessary. It is the primary method of informing the public that they may be in danger as a result of major emergencies and disasters.

RESOURCE AND READINESS UNIT.

- ADMINISTRATION AND FINANCE: Monitors and reports on the status, progress, cost and disposition of preparedness, mitigation, response and recovery programs throughout the state. Provides administrative support to each of the bureau's units and to local governments.
- MATERIAL READINESS: Ensures that all state-owned resources assigned to the bureau are available and ready for response to major emergencies and disasters in support of local jurisdictions. Maintains a database of state and national resources that could be available for support to local jurisdictions during major emergencies and disasters.
- ADJUNCT EMERGENCY RADIO COMMUNICATIONS: Provides critical emergency radio communications in the event of failures in commercial communications. The bureau manages the Radio Amateur Civil Emergency Service (RACES) program, which is comprised of regularly enrolled volunteer amateur radio operators throughout the state. The RACES program maintains a capability to communicate locally, statewide, regionally, nationally and internationally.
- INFORMATION TECHNOLOGY: Provides an emergency information capability for logistical coordination of all state and federal resources available during major emergencies and disasters. Provides data flow for all facets of the state's disaster mitigation, preparedness, response and recovery programs. Tracks expenses for disasters in the response and recovery phases. Maintains databases for emergency and disaster information. Provides the public with up-to-date Information about making communities more disaster resistant, as well as response and recovery initiatives.

❑ BUREAU MISSION RESTATED.

- To save life and limit injury to people and damage to property, the environment and the economy as a result of the effects of natural and man-caused major emergencies and disasters in support of local communities. To provide state emergency management and coordination of services from all state and federal

agencies to meet mitigation, preparedness, response and recovery objectives in support of state and local jurisdictions.

State of Idaho Goals and Objectives:

- All bureau activities are conducted to support the accomplishment of the following two state emergency management goals:
- Reduce potential loss of life, injury to people, damage to property, the environment and the economy as a result of natural or man-caused emergencies and disasters in support of local communities.
- Increase the ability of state agencies and local communities to respond and recover from emergencies and disasters and to reduce local reliance on state and federal assistance.

Federal Goals and Objectives for FY-2003 - 2008

- Improve state emergency management preparedness and mitigation capability while simultaneously reducing the federal cost share for state and local assistance by one percentage point.
- Improve the state capability to manage consequences of terrorism.
- Establish an accelerated pattern of all-hazards risk reduction in each State, Commonwealth and Territory.
- Consolidate FEMA non-disaster grant programs into an Emergency Management Performance Grant.
- Require states to address the most critical weaknesses in their emergency management capability.
- Support state and community mitigation and preparedness activities.
- Continue implementation of "Project Impact".
- Close out federally declared disasters within the State of Idaho.

Mitigation Unit Objectives:

- Provide direct program support for local and state governments.
- In partnership with local government, coordinate, develop and implement hazard reduction measures associated with four of the state's major hazards, including: flood, urban-wildland interface fires, severe weather and earthquakes.
- Coordinate direct technical assistance (planning, training, public information) to increase capabilities of local jurisdictions.
- Administer and provide mitigation funding for projects that will demonstratively reduce future losses or damage and reduce dependence on state and federal disaster assistance.
- Objective: Project Impact – Continue to assist Blaine County, and the cities of Kamiah and Boise and FEMA Region Ten with the implementation of Project Impact to reduce loss of life, injury and damage to property in the face of natural disasters.
- Measurable Outcome: Assist Project Impact recipients to accomplish Project Impact objectives beyond the grant period.
- Results or Benefits: Reduce the cost of disasters to state and local government by preventing or lessening the effects of disasters.

- Objective: Project Impact - Assist Clearwater, Kootenai and Madison Counties with Project Impact programs to reduce loss of life, injury and damage to persons and property in the face of natural disasters.
- Measurable Outcome: Assist Project Impact recipients to accomplish Project Impact objectives in coordination with FEMA Region Ten.
- Results or Benefits: Reduce the cost of disasters to state and local government by preventing or lessening the damaging effects of natural disasters on communities.
- Objective: Flood Mitigation Program - Coordinate the development and implementation of hazard reduction measures associated with flooding throughout the state.
- Measurable Outcome: On a statewide basis, assist twenty-two counties with Mitigation Plans to develop and submit project applications for Flood Mitigation Assistance within five years.
- Results or Benefits: Reduce potential loss of life, injury to people and the amount of damage to homes and businesses in communities as a result of flooding. Reduce the response and recovery costs to state and local government as a result of flooding.
- Objective: State Vulnerability and Risk Assessment – Collect structural inventory data concerning critical response facilities for seismic risk to hazardous materials response facilities. (This is a long-term goal, which will take at least five years to accomplish.)
- Measurable Outcome: On a statewide basis, BDS will assist counties to assess structural and hazardous materials risks, as a result of earthquake, to their Emergency Operations Centers and HAZMAT Response Facilities allowing local government to mitigate damage to those facilities.
- Results or Benefits: Enhance state and local response capability by identifying and mitigating potential damage to critical structures with high potential loss as a result of an earthquake.
- Objective: Install and train personnel to use HAZUS to maintain and use data regarding state-owned buildings and schools.
- Measurable Outcome: Short Term Objectives – Apply HAZUS tools to acquire building inventory data for Ada County. Run HAZUS scenarios on moderate, credible events in Boise. Assess data for small towns and rural areas. Long Term Objectives – Acquire HAZUS tools to acquire building inventory data for Pocatello. Run HAZUS scenarios based on moderate credible events in Pocatello, Idaho Falls, and Blaine County. Create a methodology for assessing state-owned buildings through the Division of Building Safety. Create a methodology for assessing local school buildings through the Division of Building Safety.
- Result or Benefits: Completion of objectives will increase the state's capability to assess risk to people and property as a result of natural disasters.
- Objective: The state will provide technical assistance to local governments for the development and implementation of mitigation plans.

- Measurable Outcome: The state will present workshops to teach local emergency managers how to develop mitigation plans. The state will provide grants to counties for the development of mitigation plans. The state will help promote local Project Impact Committees to develop local mitigation plans. BDS will list those counties that have completed a mitigation plan on the BDS website.
- Results or Benefits: Completing this goal will increase the capability of the state's mitigation program to reduce loss of life, injury to people, and damage to property, the economy and the environment as a result of natural disasters. It will ultimately reduce the local, state and federal cost of disaster response and recovery operations.

Preparedness Unit Objectives.

- Objective: Provide direct emergency management preparedness program support local and state agencies.
- Measurable Outcome: In partnership with local government, coordinate, develop and maintain a comprehensive all-risk response and recovery capability with 10 jurisdictions within five years.
- Results or Benefit: Improve community planning, response and recovery process for all hazards.
- Objective: In partnership with local, state, federal and volunteer agencies develop a coordinated planning methodology for the State, which will result in consistent planning between state, federal and volunteer agencies that provides emergency and disaster response and recovery support to state and local jurisdictions.
- Measurable Outcome: Within five years, develop emergency plans that are consistent with the operations of local, state and federal agencies for 10 communities.
- Results or Benefit: Provides a format that all levels of government can use for mitigation, preparedness (including training and exercises), response and recovery activities throughout the state. Enhances mutual aid at the lowest level and reduces the cost of response and recovery operations through planning.
- Objective - Develop a State Emergency Operations Plan (EOP) that includes a vision, mission statements, objectives, functional annexes, hazard specific annexes where appropriate, to be promulgated by the Governor.
- Measurable Outcome: Revise and update the State EOP to a format that will interface with the Federal Response Plan and the response plans of federal agencies.
- Results or Benefits: The State Emergency Operations Plan will be consistent with, and will meet federal planning requirements.
- Objective: The State Emergency Operations Plan will address the roles and responsibilities of voluntary organizations regarding response and recovery operations.
- Measurable Outcome: Organizational relationships and responsibilities of volunteer organizations are expanded and revised. Training is provided as to the roles and responsibilities of volunteer agencies.

- Results or Benefits: The state capability to respond and recover from natural and man-caused disasters will be increased by the knowledge of how to use the resources of volunteer agencies. Use of volunteer resources will reduce the funding paid by the state in response and recovery operations.
- Objective: Train local, state and federal agencies in the use of the Incident Command System and Unified Command when responding to a terrorism or Weapons of Mass Destruction incident. Establish an Interagency Domestic Preparedness Training Center to be administered by BDS.
- Measurable Outcome: Provide at least one interagency training session for local, state and federal agencies under the format of the Interagency Domestic Preparedness Training Center.
- Results or Benefits: Reduce misunderstanding between agencies and jurisdictions during a multi-agency and multi-jurisdiction response to terrorism and the use of Weapons of Mass Destruction.
- Objective: Provide financial assistance and emergency operations planning guidance and technical assistance to counties for response to terrorism and recovery from the use of Weapons of Mass Destruction.
- Measurable Outcome: Counties (through an application process) will receive financial and technical assistance for consequence management as a result of terrorism and the use of Weapons of Mass Destruction.
- Results or Benefits: The state capability to adequately respond and recover from terrorism/WMD incidents will be enhanced by local preparedness.
- Objective: Provide financial assistance, technical assistance, and emergency operations planning guidance to state institutions of higher learning to assist in planning for response and recovery operations as a result of a terrorism/WMD incident.
- Measurable Outcome: State institutions of higher learning will receive limited funding to offset the expense of planning for terrorism/WMD response and recovery.
- Result or Benefits: The state capability to adequately respond and recover from terrorism/WMD incidents at public institutions of higher learning will be enhanced.
- Objective: The State Emergency Operations Plan will address animal control during disasters.
- Measurable Outcome: Animals in areas stricken by major emergencies and disasters will receive care and will be sheltered until owners can accept responsibility for the animals.
- Results or benefits: The state capability to respond and recover from disasters will be enhanced by providing for the care and custody of animals during disasters.
- Objective: Establish an agreement with the Veterinary Medical Association and the State of Idaho for animal control services during emergencies and disasters

- Measurable Outcome: The state will sign a Memorandum of Agreement with the Veterinary Medical Association, and will develop implementing procedures.
- Results or Benefits: The state capability to respond and recover from major emergencies and disasters will be enhanced by being able to assist local government with animal control.
- Objective: Training – Meet a training need identified by the Training Needs Assessment.
- Measurable Outcome: Within one year, develop and deliver a course on grant writing.
- Results or Benefit: The state's capability to provide needed training to local agencies will be enhanced.
- Objective: Training – Provide State Training Officers with the opportunity to complete the Master Trainer Program furnished by the Emergency Management Institute.
- Measurable Outcome: Within two years, the Training Officer will complete the Master Training Program.
- Results or Benefits: Training Officers will be certified to teach all FEMA courses.
- Objective: Provide state and local agencies with training to develop a working knowledge of the Incident Command System (ICS), the ICS – Emergency Operations Center (EOC) interface, Response and Recovery Operations, emergency planning, and exercise design for terrorism and Weapons of Mass Destruction.
- Measurable Outcome: Starting in FY-2001 and continuing as needed, develop and deliver training, review county terrorism annexes to determine whether training principles are being applied to planning, conduct an annual training needs assessment to increase the state's capability to respond and recovery from an event involving terrorism and the use of Weapons of Mass Destruction.
- Results or Benefits: The state's capability to respond and recover from an incident involving terrorism and the use of Weapons of Mass Destruction will increase to within federal requirements.
- Objective: Training – Develop a BDS standard for course development. Incorporate a systematic model for developing courseware.
- Measurable Outcome: Within one year, develop a standard for emergency management course development, develop Standard Operating Procedures (SOP) to address the standard of emergency management course delivery, implement and test the standard through course development and revise the standard or SOP as necessary.
- Results or Benefits: Emergency Management courses will become standardized and will provide only those classes that are necessary to increase state and local capability to respond and recover from major emergencies and disasters.

- **Objective: Training** – Increase the number of qualified adjunct training instructors who can teach emergency management classes.
- **Measurable Outcome:** Within one year, develop a policy and guidelines that will include local emergency management personnel to the adjunct instructor cadre. Recruit adjunct instructors and establish a roster of instructors and courses that the instructors are certified to teach.
- **Results or Benefits:** The state's capability to provide emergency management training will be enhanced without having to hire new personnel.
- **Objective: Training** – Develop alternative training opportunities for personnel who are unable to attend scheduled training classes.
- **Measurable Outcome:** Within one year, develop one independent study course. Deliver pilot course to 50 individuals. Review recommendations from student of the pilot course and revise the course as necessary.
- **Results or Benefits:** The state's capability to provide essential emergency management training will be enhanced by providing training to personnel who are unable to attend classroom instruction. Local agencies will increase the number of trained personnel available for response and recovery operations.

π **Operations Unit Objectives:**

Objective: Provide direct emergency management support to all local communities and state agencies. Improve the collection of emergency information, resource requirement reports, and financial data required during response and recovery operations as a result of major emergencies and disasters.

- **Measurable Outcome:** Within three years, provide proven effective Emergency Operations Center software to local jurisdictions. Train all State Agency Emergency Coordinators in the use of EOC software to support local community response and recovery operations.
- **Results or Benefit:** Reduce the number of personnel required in local Emergency Operations Centers while simultaneously improving the effectiveness in transmitting requests for human and material resources to overcome the effects of major emergencies and disasters.

Objective: Improve the state backbone for the Emergency Alert System (EAS) so that citizens can receive emergency alert information through the auspices of volunteer broadcasters and cable operators throughout the state.

- **Measurable Outcome:** Within two years, identify deficiencies and equipment needs to the Legislature for funding to purchase system upgrades.
- **Results or Benefits:** Reduce the chance of system failures. Save lives and property by providing timely and reliable emergency alert information to communities.

- Objective: Establish reliable radio communications between the State Emergency Operations Center and federal and non-governmental organizations, including the Civil Air Patrol.
- Measurable Outcome: Purchase, install and test radios capable of communicating with the Civil Air Patrol and other agencies using VHF and UHF narrow band radios during major emergencies and disasters.
- Results or Benefits: The State capability to respond and recover from major emergencies and disasters will be enhanced by providing a radio link with Civil Air Patrol aircraft that are assigned to disaster missions.
- Objective: Purchase, install and test new Emergency Alert System (EAS) Transmitters.
- Measurable Outcome: Within one year, purchase, install and test new EAS transmitters.
- Results or Benefits: The state capability to warn the general public of impending natural disasters will be enhanced, thereby reducing the number of system failures and increasing the state's ability to save lives and limit injury to people and property.
- Objective: Enhance the state staff's familiarity with the Robert T. Stafford Disaster and Emergency Assistance Act and other forms of federal disaster assistance. Develop procedures for implementing disaster assistance programs.
- Measurable Outcome: Within one year, establish procedures to establish positions under the FEMA/State Agreement requirements for cost sharing of FEMA disaster relief funds and indemnifications. Identify roles and responsibilities of the Governor's Authorized Representative and State Coordinating Officer.
- Results or Benefits: The state capability to coordinate response and recovery programs will be enhanced to meet federal requirements.
- Objective: Develop procedures and train key staff personnel to implement the post-disaster Community Outreach Program.
- Measurable Outcome: Within one year, identify, recruit and train a cadre of state reservists to implement the state's Community Relations Program as a result of a major emergency or disaster.
- Results or Benefit: The state's capability to coordinate response and recovery operations as a result of a major emergency or disaster will be enhanced to meet federal requirements. The state will have a tool for providing recovery program information to victims.
- Objective: Provide an alternative source of energy for the State Emergency Operations Center (EOC) to sustain emergency operations during major emergencies and disasters.
- Measurable Outcome: Within one year, purchase, install and test a generator of sufficient capability to provide energy to sustain emergency operations in the State EOC.

- Results or Benefits: The State Emergency Operations Center will be capable of sustained operations in support of local government during energy outages.

RESOURCE AND READINESS UNIT OBJECTIVES.

Objective: Develop an integrated standardized statewide electronic database containing disaster response and recovery resources for use by state agencies and local jurisdictions.

- Measurable Outcomes: Within one year, identify the resources commonly used to respond and recover from the four major disasters experienced in the State of Idaho. Within five years, identify, classify and input data into the standardized database that will quickly facilitate the retrieval of data for the use, rental or purchase of resources needed to respond and recover from disasters.
- Result or Benefits: Reduce the time needed to identify, procure, transport and implement life-saving resources for response and recovery from disasters. Reduce the overall cost of resource acquisition and delivery.

Objective: Improve the functions and finance and administration within the bureau including grants management.

- Measurable Outcomes: Within one-year conduct training and education to better inform staff of grant eligibility, statutory requirements, and performance requirements. Within five years, provide grants management training and education for all 44 county public officials involved with the Emergency Management Performance Grant.
- Result or Benefits: Reduce personnel time spent in the administration of grants at the state and local levels. Provide increased time to do projects rather than do paperwork.

Objective: Provide training and education to ensure that the state complies with Emergency Management Performance Grant (EMPG) post award policies.

- Measurable Outcome: Within one year, and continuing into out-years, BDS will administer, monitor and analyze the EMPG post-award performance of county (local) government.
- Results or Benefit: The administration of the state's emergency management program will comply with federal requirements.

Objective: Develop an annex to the Administrative Plan that includes the process for handling all administrative costs associated with a major emergency or disaster.

- Measurable Outcome: Within one year, BDS will conduct meetings with participants of the administrative process to develop an annex to the Administrative Plan.
- Results or Benefit: The state's capability to meet federal requirements will be enhanced.

Objective: Develop procedures for the management of temporary disaster personnel to meet disaster response and recovery needs.

- Measurable Outcome: Within one year, BDS will conduct meetings with participants for the management of temporary emergency personnel to determine best practices. BDS will document an annex to the Administrative Plan. Over a period of five years, the Administrative Plan will be revised to incorporate newly learned information.
- Results or Benefits: The state's capability to coordinate the response and recovery from a major emergency or disaster will be enhanced, providing better management and deployment of temporary emergency workers.

Bureau of Hazardous Material

The Bureau of Hazardous Materials carries out the functions of a "State Emergency Response Commission" as defined by the federal Emergency Planning and Community Right-to-Know Act (EPCRA).

Under the Idaho Hazardous Substance Emergency Response Act, the Bureau plans for and provides Hazardous Materials Emergency response to chemical/weapons of mass destruction/ and radioactive emergencies throughout the state.

The Bureau is located in the Bennett Building on Gowen Field. It has a staff of 4 full time, state funded employees, and has direct responsibility for "on-call" regional Hazardous Material emergency response teams in Coeur d'Alene, Lewiston, Nampa/Caldwell, Boise, and Pocatello.

The agencies receives:

Federal grant monies\$646,000.00*

State budgeted monies\$330,400.00

(* Approximately one-half of the federal grant amount requires a 75% pass through to local emergency responders for training and planning.)

MAJOR FUNCTIONS.

- π Administer State Hazardous Materials Response Teams
- π Plan, coordinate, and provide for state-wide emergency response to chemical and radiological emergencies
- π Facilitate required industry reporting of certain chemical inventories and toxic releases
- π Plan for chemical and radiological emergencies and maintain a working relationship among private industry and federal/state/local government emergency response organizations.
- π Facilitate preparedness activities such as training and exercises for state and local emergency personnel.

π Coordinates recovery of chemical and radiological emergency response costs from parties responsible for chemical emergencies

π Designate and assist local emergency planning committees under EPCRA.

π Providing technical advice and assistance to local government during chemical emergencies. Foster the formation of and charter local emergency planning committees. Recover Costs incurred by local and state emergency Responders.

- ❑ Plan for and coordinate the State of Idaho's response to Weapons of Mass destruction incidents.
- ❑ Develop Strategic Plan for purchase placement of Weapons of Mass Destruction response equipment funded through the U. S. Department of Justice (\$3.0 million available over three years, no state or local match required.)

general goals & objectives

THE BROAD GOALS & OBJECTIVES WHICH SUPPORT OUR MISSION & VISION

Introduction

To accomplish the broad missions of the IMD, it is necessary to identify the major goals and objectives that comprise the mission. ***This plan does not pretend to list and describe each and every goal***, objective, or other labors necessary for the successful accomplishment of the overall mission of the agency; rather we herein identify and describe those **critical goals and objectives** the leadership of the IMD and its subordinate commands have determined are **essential at this time** in order to maintain the health of the organization and achieve our purposes.

Each goal and objective listed hereafter is described in the following format:

- | GOAL OR OBJECTIVE. Short description of goal.
- ✂ MISSION RELEVANCE. Justification of the relationship of the goal or objective to the stated vision or mission the agency established.
- ✂ METHODOLOGY & STRATEGY. How the goal will be achieved.
- ✂ STANDARDS OF ENGAGEMENT. Limits on behavior (ethical or otherwise) the agency sets on the methods to attain the goal.
- ✂ MEASURE OF SUCCESS. How we will measure the results of the goal to objectively determine we've been successful.
- ✂ TIME FACTORS. Does the goal or objective have a time schedule for achievement? Is it perpetual, and if so how often will it be re-evaluated for relevance?
- ✂ RESPONSIBILITY. Exactly who or what office is ultimately responsible for attaining the objective (describe shared responsibility relationships).

HEADQUARTERS, IDAHO MILITARY DIVISION

Restated Mission

Provide full time administrative and fiscal management and command & control to the Idaho National Guard, the Bureau of Disaster Services, and Bureau of Hazardous Materials; advise the governor on all military matters and the defense of the people and institutions of the state.

Goals & Objectives



REORGANIZE & RESTRUCTURE THE FINANCIAL MANAGEMENT AND ACCOUNTING SYSTEM OF THE IMD.

✎ MISSION RELEVANCE. Materials, real property and all resources provided by the taxpayer must be closely husbanded to ensure mission essential supplies and services are of sufficient quality and quantities, and are distributed in a timely and efficient manner.

✎ METHODOLOGY & STRATEGY. Separate accounting, purchasing, contracting and receiving into separate offices with distinctive functions; strengthen management and leadership by increasing qualifications and authority of comptroller position; relieve office of responsibilities not associated with financial management. Build automation links from state accounting system to federal accounting system to make all information compatible.

✎ STANDARDS OF ENGAGEMENT. TBP

✎ MEASURE OF SUCCESS. The state budgeting process will be more efficient, reliable and timely. Accountability of state property will be more efficiently and effectively managed. Procedures for purchasing and letting contracts will be standardized and less confusing to employees and customers.

✎ TIME FACTORS. FY 2003.

✎ RESPONSIBILITY. The Adjutant General and Chief Comptroller.



REORGANIZE ARMORY MAINTENANCE PROGRAM AND PROCEDURES.

MISSION RELATIONSHIP. Husband resources (Maintain the Force, Equip the Force)

✎ METHODOLOGY & STRATEGY. Move management of armories from state resources office (which will be reorganized into an accounting and comptroller office) to the office of deputy chief of staff for engineering. Sub contract more maintenance work of outlying armories to private contractors. SRO will continue to monitor and administer unit accounting programs.

✎ STANDARDS OF ENGAGEMENT. TBP

✎ MEASURE OF SUCCESS. TBP

✎ TIME. FY 2003

✎ RESPONSIBLE PARTY. Deputy chief of staff, engineering.



IMPROVE EFFICIENCY IN PAYMENT OF BILLS AND TIMELINESS OF ACCOUNTING & BUDGETARY INFORMATION.

✎ MISSION RELEVANCE. A major mission of the Idaho Military Division is to maintain and support the Idaho National Guard training facilities located at Gowen Field and various communities throughout Idaho. Prompt payment of utilities and procurement of goods are paramount to this mission. Ability to forecast from timely data is necessary to adequately plan and budget for the needs of the Idaho Military Division.

✎ **METHODOLOGY & STRATEGY.** Build automation links from the federal obligation system to the state accounting system to make all information compatible and timely; develop a user friendly front-end data entry application that will edit and transmit accounting to the state's accounting system of record (STARS) to increase productivity and integrity of accounting information; develop an automated process to backload accounting data daily from STARS to improve the timeliness of information and data integrity; shift accounting software system maintenance and report development from IT professionals to the accounting staff to reduce costs and develop self-sufficiency with accounting software.

✎ **STANDARDS OF ENGAGEMENT.** TBP

✎ **MEASURE OF SUCCESS.** Improve accuracy turnaround time for bill payment to within three working days with an error ratio not to exceed 3%. Have the ability to report current accounting information at any time rather than being able to only report accounting results at month-end.

✎ **TIME FACTORS.** FY 2003

✎ **RESPONSIBILITY.** Idaho Military Division's Controller.



IMPROVE FISCAL GRANT MANAGEMENT TO INCLUDE TIMELY GRANT AND COOPERATIVE AGREEMENT REPORTING AND TIMELY FEDERAL REIMBURSEMENT TO THE STATE FOR GRANT EXPENDITURES.

✎ **MISSION RELEVANCE.** Some 80% of the funding for the Military Division is contingent upon grants and cooperative agreements. Timely reporting of grant expenditures assures adequate cash flow with timely reimbursements. Compliance with grant regulations and timely reporting is required for continued federal funding.

✎ **METHODOLOGY & STRATEGY:** Improve compliance with federal guidelines and working relationships with cooperative agreement fund managers by conducting routine conferences and reconciliations of accounting processes and information between the state accounting (STARS) and the federal accounting systems; develop and implement an allocation plan to distribute Idaho Military Division administrative costs to the cooperative funding agreements; develop an allocation plan to equitably distribute costs for common services shared between Army, Air and the State; i.e., maintenance services performed by Civil Engineering and security performed for the base.; develop routine and timely voucher preparation and processing to ensure timely reconciliation between state and federal accounting; implement the Cash Management Improvement Act to improve the timeliness of cash reimbursements to facilitate continuity in the payment of payroll and invoices

✎ **STANDARDS OF ENGAGEMENT.** TBP

✎ **MEASURE OF SUCCESS.** Successful and routine reconciliation's between federal and state accounting systems; completion and distribution of voucher reporting to the federal government by the 10th working day of each month; successful implementation of the Centralized Personnel Plan and Base Maintenance Allocation Plan; adequate cash to continue to pay bills and meet payroll.

⌘ TIME FACTORS. FY 2004.

⌘ RESPONSIBILITY: Idaho Military Division Controller.



DEVELOP ADEQUATE INTERFACE AND REPORTING CAPABILITY FOR ARMORY MAINTENANCE FUNDS AND PROJECTS.

⌘ MISSION RELEVANCE. Armory maintenance is a major function of the Idaho National Guard. It is necessary to keep track of the project amounts by facility and to monitor the spending against the available funds. Making the armory maintenance funds an integral part of the states accounting processing and reporting will accomplish this objective.

⌘ METHODOLOGY & STRATEGY: establish computer connectivity with deputy chief of staff engineering (DCSENGRS) to Idaho Military Divisions network to develop on-line purchase order capability; develop suitable reports for DCSENGRS' responsibility for armory maintenance projects and funds to eliminate duplicative accounting activities; close all unit armory checking accounts and centralize accounting in State Accounting @ Boise Headquarters to improve internal controls and budgeting effectiveness; provide state purchase cards to unit armories and armory maintenance technicians to facilitate expedient purchase of emergency repair supplies.

⌘ STANDARDS OF ENGAGEMENT. TBP

⌘ MEASURE OF SUCCESS. Accomplishment of computer connectivity between DCSENGRS and state accounting; development of reports that provide this division with information sufficient enough to eliminate the division's need to maintain a separate accounting system.

⌘ TIME FACTORS. FY 2004.

⌘ RESPONSIBILITY: Idaho Military Division Controller.

IDAHO ARMY NATIONAL GUARD

Mission Restatement.

Federal

When called into federal service by the President and U.S. Congress, provides trained and deployable combat land maneuver forces to the Army of the United States which are constituted and disciplined as proscribed by the Secretary of the Army to defend the interests of the people of the United States anywhere in the world.

State

When called into state service by the Governor, provides trained and ready ground maneuver forces to assist civil authorities as required in the maintenance or restoration of civil laws and order, and to defend the lives, property, individual liberties and general welfare of the people of Idaho. Whenever possible, uses assigned state and federal resources to add value and strengthen the social and material infrastructure of our communities.

Goals & Objectives

To fulfill the state and federal missions, the IDARNG must consistently meet the 10 MAXIMS of Providing for the Common Defense: 1 Acquire /Recruit the Force, 2 Train & Motivate the Force, 3 Equip the Force, 4 Nurture /Maintain the Force, 5 Recognize the Mission(s) & Plan the Response, 6 Mobilize & Deploy the Force, 7 Engage the Force, 8 Inform & Reassure the People, 9 Recall /Demobilize the Force, 10 Reconstitute /Rebuild the Force.

ACQUIRE (RECRUIT) THE FORCE:



ATTAIN AND MAINTAIN 116th CAVALRY BRIGADE STRENGTH AT 90%.

MISSION RELATIONSHIP. You can't mobilize or deploy a force which doesn't exist, or which has insufficient strength of membership to engage the threat and survive. US Army standards for assigning an enhanced brigade to a state, requires consistent personnel strength minimums of 85%.

✂ METHODOLOGY & STRATEGY. TBP

✂ STANDARDS OF ENGAGEMENT. TBP

✂ **MEASURE OF SUCCESS.** The units of the 116th Cavalry in Idaho will achieve a membership rate of 90%, and sustain that rate in each success quarter as measured and published by the IDARNG deputy chief of staff for personnel.

✂ **TIME FACTORS.** This objective is perpetual. It will be re-evaluated for relevance by the brigade commander and adjutant general, Idaho on an annual basis.

✂ **RESPONSIBLE PARTY.** Brigade commander, who charges subordinate commanders at battalion, company and separate detachment level with the same responsibility within the confines of their command.

TRAIN THE FORCE /EQUIP THE FORCE:

UNITS OF THE 116TH CAVALRY WILL COMPLETE SFOR 11 (BOSNIA) ROTATIONS IN FY 2002.

✂ MISSION RELATIONSHIP. Brigade elements are participating in Stabilization Force Rotation 11 as part of the 25th Division, which makes up Task Force Eagle. Their overall tactical mission will be: maintain a focused military presence to deter resumption of hostilities and stabilize the peace in the republic of Bosnia-Herzegovina from Apr 2002 to Oct 2002.

UNITS OF THE 116TH CAVALRY WILL COMPLETE NATIONAL TRAINING CENTER (NTC) ROTATIONS IN FY 2006.

✂ MISSION RELATIONSHIP. The NTC measures the ability of ground maneuver forces to perform their mission against an aggressor force (Engage the Force).

✂ METHODOLOGY & STRATEGY. A Take full advantage of IDARNG simulation training technologies to fully train gunnery crews and crew-oriented tasks in the combat service and combat service support units. B Select, nurture and emplace unit commanders and key staff officers and NCOs well in advance of NTC rotation to maximize leader experience, unit cohesion and confidence levels. X Acquire and maintain all authorized equipment to the highest published standards to maximize use of mechanical and technological advantage and minimize chances of equipment failure during rotation.

✂ STANDARDS OF ENGAGEMENT. TBP

✂ MEASURE OF SUCCESS. TBP

✂ TIME FACTORS. Objective end state is FY 2006.

✂ RESPONSIBILITY. Brigade Commander, who charges all subordinate commanders at battalion, company, detachment and platoon leader level similar responsibility within the scope of their command.

UNITS OF THE 1-183 WILL COMPLETE TRAINING AND PREPARATIONS FOR SFOR 12 (BOSNIA) ROTATION IN FY 2002-2003.

✂ MISSION RELATIONSHIP. Battalion elements will participate in Stabilization Force Rotation 12 as a part of 28th Infantry Division, which makes up Task Force Eagle. The overall tactical mission will be: maintain a focused military presence to deter resumption of hostilities and stabilize the peace in the republic of Bosnia-Herzegovina from AUG 2002 to APR 2003.

✂ METHODOLOGY & STRATEGY. A The purpose of this training is to provide soldiers deploying to BiH with the critical individual, collective, and leadership skills needed to successfully complete their assigned missions. Method – we will conduct a detailed training program that incorporates all of the USAREUR training requirements, build off of the previous lessons learned and is relevant to current situations and the USAREUR Campaign Plan presented for each SFOR rotation. End-state – all soldiers trained to standard and certified that they are trained on the IRT tasks, crews and

platoons verified on pre-mob tasks by the Installation Support Unit and 5th Army elements for deployment to BiH. Concept – we ensure soldiers are first competent in their basic military skills, they then receive SFOR specific focused individual and collective training that culminates in a mission rehearsal exercise designated to replicate potential situation BiH.

⌘ STANDARDS OF ENGAGEMENT. FORSCOM Reg 350-1, Annex T FORSCOM SFOR Support Plan to Operation Joint Forge, 1 Sept 99.

⌘ MEASURE OF SUCCESS. Obtaining necessary funding, deploying and redeploying safely.

⌘ TIME FACTORS. Objective end state is FY 2003.

⌘ RESPONSIBILITY. Battalion and Company Commanders, who charge all subordinate commanders at battalion, company, and platoon leader level similar responsibility within the scope of their command..



DEVELOP A NATIONAL War Fighting TRAINING CENTER AT GOWEN FIELD AND THE ORCHARD TRAINING AREA.

A MISSION RELATIONSHIP Maintains Idaho force structure from more cuts (Acquire the Force /Maintain the Force); B Maintains mission and existence of Combat Vehicle Transition Training Team through 2020 (Train the Force); X allows badly needed training opportunities for reserve component maneuver elements (Train the Force). Δ Maintains and enhances our ability to provide equipment and materiel to IDNG (Equip the Force); E Maintains and enhances area economic advantage, employment base and infrastructure support (Add Value to our Communities).

⌘ METHODOLOGY & STRATEGY. Build on existing school structure and multipurpose range complex already in place at Gowen Field and Orchard Training Area. Work with Idaho congressional delegation, other states, National Guard Bureau, elements of US Army, industry connections to obtain necessary NGB approvals and/or congressional funding authorization.

⌘ STANDARDS OF ENGAGEMENT. TBP

⌘ MEASURE OF SUCCESS. The necessary approvals and funding will be secured by ____.

⌘ TIME FACTORS. Objective end state achieved 2005

⌘ RESPONSIBILITY. The adjutant general.



EXTEND ORCHARD TRAINING AREA TO ALLOW BATTALION SIZE ELEMENTS MANEUVER TRAINING.

⌘ MISSION RELATIONSHIP. A Allows similar scope of training as encountered at National Training Center and actual combat (Engage the Force). B Allows adequate maneuver training for heavy battalion sized maneuver elements. X Allows engineer units' space to practice digging armor defensive positions without violating environmental restrictions on current Birds of Prey area. (Train the Force /Add Value to Communities). Δ Allows extended mitigation of Birds of Prey resources area (Add Value to Communities).

⌘ METHODOLOGY & STRATEGY. TBP

⌘ STANDARDS OF ENGAGEMENT. TBP

⌘ MEASURE OF SUCCESS. Objective is realized by FY 2005.

⌘ TIME FACTORS. Complete approvals, funding sources and purchase by 2005.

⌘ RESPONSIBILITY. Adjutant General.

NURTURE /MAINTAIN THE FORCE:



REORGANIZE & UPGRADE MAINTENANCE PROGRAMS OF THE OPERATIONAL MAINTENANCE SHOPS FOR ARMORIES ACROSS THE STATE.

⌘ MISSION RELATIONSHIP. Achieves US Army maintenance standards; enhances ability to delivery services and husband resources. Shifts tax dollars to local communities (Add Value to Communities).

⌘ METHODOLOGY & STRATEGY. Use local private subcontracting when available to increase efficiency of tax dollars available and enhance delivery and reliability of services through principle of competitive enterprise. Centralize supervisory controls to ensure standardization of procedures, services and increase customer confidence.

⌘ STANDARDS OF ENGAGEMENT. TBP

⌘ MEASURE OF SUCCESS. TBP

⌘ TIME FACTORS. TBP

⌘ RESPONSIBILITY. TBP

MOBILIZE /DEPLOY THE FORCE:



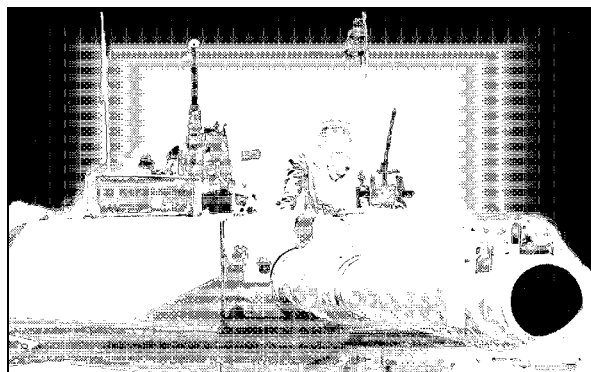
TBP

INFORM & REASSURE THE PEOPLE



TBP

⌘



An Idaho Army Guardsman from A Co, 2-116th Cavalry from the turret of his M1-A1 "Abrams" main battle tank. (Right) Soldiers emplace and fire mortars.



IDAHO AIR NATIONAL GUARD**Restated Mission****Federal**

When called into federal service by the president and U.S. Congress, provides trained and deployable air combat forces to the US Air Force which are constituted and disciplined as proscribed by the Secretary of the Air Force to defend the interests of the people of the United States anywhere in the world.

State

When called into state service by the governor, provides trained and ready air crews and ground engineering, logistics, administrative and security police forces to assist civil authorities as required in the maintenance or restoration of civil laws and order, and to defend the lives, property, individual liberties and general welfare of the people of Idaho. Whenever possible uses assigned state and federal resources to add value and strengthen the social and material infrastructure of our communities.

**Goals &
Objectives**

The IDANG is fully integrated into it's new missions, which include the A-10 "Warthog" fighters for close air support missions, and the C-130 "Hercules" for air land and airdrop missions. They are also standing up an Air Support Operations Squadron (ASOS).

ACQUIRE (RECRUIT) THE FORCE:

The IDANG WILL CONTINUE AN ACTIVE RECRUITING PROGRAM DESIGNED TO REPLACE THE STANDARD ATTRITION RATE WE NORMALLY SUSTAIN.

- ⌘ MISSION RELATIONSHIP. Recruit & reconstitute the force.
- ⌘ METHODOLOGY & STRATEGY. TBP
- ⌘ STANDARDS OF ENGAGEMENT. TBP
- ⌘ MEASURE OF SUCCESS. Achieve and maintain a 95% end-strength during all quarters.
- ⌘ TIME FACTORS. TY continuous.
- ⌘ RESPONSIBILITY. Commander, 124FW and subordinate unit commanders.

TRAIN THE FORCE /EQUIP THE FORCE:

TRAIN AIR & GROUND CREWS OF THE A-10 WARTHOG AIRCRAFT.

- ⌘ MISSION RELATIONSHIP. Air and ground crews must be trained and familiar with the aircraft to be combat ready.

- ✂ METHODOLOGY & STRATEGY. We will obtain an average monthly in-commission rate of all aircraft of 70 percent or better. Maintain 100 percent mission readiness state.
- ✂ STANDARDS OF ENGAGEMENT. IAW published USAF guidelines.
- ✂ MEASURE OF SUCCESS. Maintain fully mission capable status.
- ✂ TIME FACTORS. Continuous.
- ✂ RESPONSIBILITY. 124th Wing commander.



Train air and ground crews of the C-130 Hercules Aircraft.

- ✂ MISSION RELATIONSHIP. Air and ground crews must be fully trained and familiar with the aircraft to be combat ready
- ✂ METHODOLOGY & STRATEGY. We will obtain an average monthly in-commission rate of all aircraft of 68 percent or better. STANDARDS OF ENGAGEMENT. IAW published USAF guidelines
- ✂ MEASURE OF SUCCESS. Maintain fully mission capable status
- ✂ TIME FACTORS. Continuous
- ✂ RESPONSIBILITY. 124TH Wing Commander.



PLAN & CONDUCT JOINT WARFIGHTING /INTEGRATED TRAINING PROGRAMS AND ACTIVITIES WITH USAF, USNR, USMCR AND IDARNG.

- ✂ MISSION RELATIONSHIP. America's military forces must fight as a team to lead the battle.
- ✂ METHODOLOGY & STRATEGY. 124th Wing commander will plan, prepare and conduct on-going training missions with the US Air Force at Mountain Home AFB, the US Navy and Marine Corps Reserve and the Idaho Army National Guard.
- ✂ STANDARDS OF ENGAGEMENT. TBP
- ✂ MEASURE OF SUCCESS. TBP
- ✂ TIME FACTORS. TBP
- ✂ RESPONSIBILITY. TBP



AQUIRE RANGE & AIR SPACE ACCESS AND CONTROL IN AND AROUND THE ORCHARD TRAINING AREA AND SAYLOR CREEK RANGES.

- ✂ MISSION RELATIONSHIP. Range and Air Space training area right of ways must be identified and secured for aircrews to fly training missions.
- ✂ METHODOLOGY & STRATEGY. IDANG will obtain access and control over the training airspace associated with the Orchard Training Range and low level corridors and access to the Saylor Creek Range south of Mountain Home on a shared basis with the USAF. We will continue to pursue other training range enhancements as required.

- ✗ STANDARDS OF ENGAGEMENT. TBP
- ✗ MEASURE OF SUCCESS. TBP
- ✗ TIME FACTORS. TBP
- ✗ RESPONSIBILITY. TBP



CONDUCT FACILITIES AND GROUNDS MAINTENANCE, REPAIRS AND IMPROVEMENTS AT GOWEN FIELD.

- ✗ MISSION RELATIONSHIP. Maintenance and necessary improvements of real property and infrastructure at Gowen Field.
- ✗ METHODOLOGY & STRATEGY. Comply with the Installation Remediation Program to remove hazardous material throughout the Base. Upgrade and improve network of utilities and communications equipment and materiel at Gowen Field. Bring road and pedestrian routes up to code and desired safety standards.
- ✗ STANDARDS OF ENGAGEMENT. IAW all published safety and applicable labor laws.
- ✗ MEASURE OF SUCCESS. TBP
- ✗ TIME FACTORS. TBP
- ✗ RESPONSIBILITY. Base Civil Engineering.



CONSTRUCT FACILITIES NECESSARY AIR SUPPORT OPERATIONS SQUADRON AND HAZMAT FACILITY

- ✗ MISSION RELATIONSHIP. Military construction projects totaling \$9.7 million are necessary to complete the facilities to stand up the ASOS, which includes moving several Maintenance functions and refurbishment of the Security Forces facilities and expand warehouse storage and construct a Hazmat Facility.
- ✗ METHODOLOGY & STRATEGY.
- ✗ STANDARDS OF ENGAGEMENT. TBP
- ✗ MEASURE OF SUCCESS. TBP
- ✗ TIME FACTORS. Base Civil Engineering

RESPONSIBILITY.

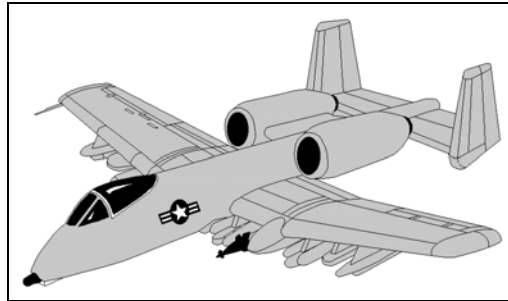
ENGAGE THE FORCE:



BECOME MISSION CAPABLE IN AIR FIRE SUPPRESSION METHODS AND TACTICS AND ENGAGE WILD FIRES UPON ORDER.

- ✗ MISSION RELATIONSHIP. Wild fires are a major threat in Idaho, and trained and ready air fire suppression requires significant train-up and maintenance of technique.
- ✗ METHODOLOGY & STRATEGY. TBP
- ✗ STANDARDS OF ENGAGEMENT. TBP

- Ø MEASURE OF SUCCESS. TBP
- Ø TIME FACTORS. TBP
- Ø RESPONSIBILITY. 124TH Wing Commander.



The A-10 "Warthog" fighter flown by the Idaho Air National Guard.

BUREAU OF DISASTER SERVICES**Mission Restated**

Provide state emergency management and coordination services to all state agencies in the response and recovery of disasters and man caused calamities. Protect life, welfare and property of Idaho citizens through prior planning, training and coordination of all state resources for the capability to mitigate, respond and recover from the effects of all hazards under the provisions of the Idaho Disaster Preparedness Act of 1975, as amended, Chapter 10, Title 46, Idaho Code.

Goals & Objectives**PRE-EVENT MITIGATION OBJECTIVES**

COORDINATE THE DEVELOPMENT & IMPLEMENTATION of hazard reduction measures associated with four of the state's major hazards.

✂ MISSION RELATIONSHIP. TBP

✂ METHODOLOGY & STRATEGY. In cooperation with FEMA, Idaho Geological Survey, Idaho Department of Water Resources, Idaho Department of Lands, Idaho Department of Education, City of Idaho Falls, and others to identified, including the citizens of Idaho incorporate hazard reduction measures & activities into existing structure, construction and land use practices. Initial hazard focus will be on earthquake, floods and wild land & urban interface fires.

✂ STANDARDS OF ENGAGEMENT. TBP

✂ MEASURE OF SUCCESS. State and local government will be eligible to take advantage of mitigation grant assistance (cost sharing) and will implement the state hazard mitigation plan and other federal mitigation plans, resulting in measurable ability of associated structures and activities to withstand effects of hazard actualities.

✂ TIME FACTORS. TBP

✂ RESPONSIBILITY. TBP



ORGANIZE A JOINT STATE EMERGENCY COMMUNICATIONS NETWORK AND CENTER AT GOWEN FIELD.

✂ MISSION RELATIONSHIP. Centralized command & control of all resources during disasters is necessary for providing timely relief services.

✂ METHODOLOGY & STRATEGY. In cooperation and coordination with other state agencies, such as Idaho State Police, Transportation Dept., and Health and Welfare, establish policies and procedures for providing a centralized communications system and EOC at Gowen Field.

✂ STANDARDS OF ENGAGEMENT. TBP

✂ MEASURE OF SUCCESS. TBP

⌘ TIME FACTORS. TBP

⌘ RESPONSIBILITY. TBP

ASSESS THE THREAT, PREPARE AND TRAIN FOR THE RESPONSE.



PROVIDE DIRECT EMERGENCY MANAGEMENT PREPAREDNESS PROGRAM SUPPORT TO LOCALS AND STATE GOVERNMENT.

⌘ MISSION RELATIONSHIP. Preparation for likely disaster scenarios will decrease hazard effects, speed recovery and save lives.

⌘ METHODOLOGY & STRATEGY. In partnership with local government, coordinate, develop and maintain a comprehensive all-risk emergency response and recovery ability within twenty counties. Through six regional field offices and support headquarters staff, maintain a regular liaison with governmental agencies and provide continuous analysis to the communities and their response and recovery capabilities. Coordinate direct technical assistance (planning, training, exercising and support their programs).

⌘ STANDARDS OF ENGAGEMENT. TBP

⌘ MEASURE OF SUCCESS. Annual post-exercise evaluations assess counties, which will have identified response and recovery functional areas that are satisfactory and those needing improvement.

⌘ TIME FACTORS. TBP

⌘ RESPONSIBILITY. TBP

POST EVENT: RESPOND TO THE EVENT.



COORDINATE (STATE EMERGENCY OPERATIONS) MOBILIZATION AND UTILIZATION OF LOCAL GOVERNMENT, STATE AND FEDERAL RESOURCES, VOLUNTEER AND INDUSTRY RESOURCES IN ALL EMERGENCIES AND DISASTERS.

⌘ MISSION RELATIONSHIP. All available resources must be efficiently coordinated to ensure agencies do not operate at cross-purposes with each other and to efficiently and effectively deploy necessary resources to disaster sites.

⌘ METHODOLOGY & STRATEGY. Staff, operate and maintain a daily state emergency operations center (EOC) and provide immediate liaison directly to the affected jurisdiction. Through the EOC and the direct liaison, assess and meet the local jurisdiction's needs and requests.

⌘ STANDARDS OF ENGAGEMENT. TBP

⌘ MEASURE OF SUCCESS. A post incident performance evaluation of the local and state emergency response operation (declared) assessing the efficiency and quality of the coordination and support. After a declared state of emergency, the EOC is manned and operational to written standard with (TBP) hours.

⌘ TIME FACTORS. TBP

⌘ RESPONSIBILITY. TBP

POST EVENT: RECOVER FROM THE EVENT.

COORDINATE AND ESTABLISH A STATE POLICY AND FINANCIAL ASSISTANCE FRAMEWORK TO FACILITATE IMMEDIATE AND LONG-TERM RECOVERY FROM EMERGENCIES AND DISASTERS.

✂ MISSION RELATIONSHIP. Availing the public to all recovery resources in a timely manner restores health and vitality to our communities.

✂ METHODOLOGY & STRATEGY. Plan and coordinate efforts with local, state and federal governments and the insurance industry to design a policy and framework, which provides a timely, efficient financial assistance to individuals and communities and reduces the overall costs.

✂ STANDARDS OF ENGAGEMENT. TBP

✂ MEASURE OF SUCCESS. 100% of individuals and local jurisdictions will receive all applicable and appropriate financial assistance, and claims closed out within two years.

✂ TIME FACTORS. TBP

✂ RESPONSIBILITY. TBP

major activities, programs & functions

THE ESTABLISHED MAJOR ACTIVITIES & PROGRAMS USED TO PROMOTE AND ACCOMPLISH OUR GOALS AND MISSIONS

Goals and objectives are the step-by-step process used to accomplish a mission and realize the vision of the agency. The process and methods of accomplishing these broad and long-rang goals is through establishing activities, programs and functions, which operate as input - output systems on a day-to-day and year-by-year basis.

A PROGRAM is defined as a standardized set of policies, procedures and instructions which, when implemented and resourced with the specified materiel, equipment and trained personnel, will reliably and repetitiously produce a more desirable product or end state from a defined set of input variables. A program is reproducible, stable, and easily institutionalized, but can not easily be adapted to accommodate changing circumstances, expectations, or a wide variety of input variables.

An ACTIVITY differs from a program in that it is an adaptable set of instructions and defined expectations governed by relatively flexible policies which, when implemented and resourced on a case-by-case basis, is designed to produce a non-standard product or custom end state. An activity is customizable, highly adaptable to changing circumstances and expectations, accepts a wide variety of input variable, but is generally not easily reproducible or institutionalized.

A FUNCTION may be defined as a packaged or modularized set of limited instructions and procedures which, when applied to a defined set of circumstances, produces an altered or standardized set of conditions which can then be utilized as a valid input set for a larger program. A function is highly replicatable, stable and requires little time or resources to process; it does not produce end-states of goals and objectives, but is a part of the transformation process toward achieving a desired end-state.

HEADQUARTERS, IDAHO MILITARY DIVISION

This section will be completed with each revision/update of the strategic plan.

The programs and activities will be listed and reviewed in accordance with the following format for the IMD, the IDANG, the IDARNG, BDS and the BHM:

Programs & Activities

- GENERAL ELEMENTS: PROGRAM, FUNCTION OR ACTIVITY

RELEVANCY. Justify the function's relevancy to accomplishing the missions and objectives of the agency.

METHODOLOGY/STRATEGY. How does the program function?

STANDARDS OF ENGAGEMENT. Ethical or civic restraints the agency sets in operating the activity.

MEASURE OF SUCCESS. How do we measure the activity's output to determine its effectiveness? Who measures and who judges? What form of public feedback is established for this activity?

LIFE SPAN. What is the programmed life span or timetable established for the activity? Justify an activity that has a perpetual existence.

RESPONSIBILITY. Who is ultimately responsible for the successful and efficient management of this activity?

- PROGRAM 1 - Military Management - To provide effective and responsible management of the program that ensures each Services mission capability and that meets the goals of State and Federal Governments as established by law and agreement. To operate and maintain our armories and facilities in a cost effective, long-term manner that provides adequate training and mobilization capabilities, secure storage, and safety as well as a measure of pride for soldiers and the community.

Maintain Mission Capable status for the Idaho Air National Guard.

Complete the conversion facilities construction program through FY 05 that will integrate new facilities with existing facilities to provide unit training, maintenance, operations and administrative capabilities required for successful mission completion.

Perform transition training to achieve unit readiness goals by the end of FY 03.

Resolve range and air space use issues and complete necessary environmental studies required for fielding of equipment and mission execution by FY 03.

Operate the Gowen Field Installation Support functions to standard.

Maintain readiness for Army National Guard units.

Maintain 90% or greater of authorized strength. Support both recruiting and retention programs to the maximum extent possible.

Continue to develop and utilize training enhancement tools to reduce the impact of distance on learning and to provide the most efficient transfer and comprehension of required skills at individual and collective levels.

Continue to provide facilities, community relations, family and employer support that will enhance the soldiers motivation to learn and perform.

Complete a successful and safe SFOR exercise/test in FY 03 for the 116th Cavalry Brigade and 1-183rd Atk Avn Battalion.

Provide safe and healthful; preventively maintained; energy efficient armories in which units, individuals and communities can take pride.

Maintain armories to established published standards.

Continue an armory inspection/audit program and an armory excellence award program. 100% of armories must be inspected/audited each year.

Reduce Armory maintenance backlog by 10 % per year (provided adequate legislative funding for this program is appropriated, current backlog total approx \$945,000).

- Program 2 - Federal/State Agreements

Monitor Federal budget submission process ensuring early warning to State budget development process of potential changes.

Develop the Military Division State Budget which includes the annual state match computation.

Administer State/Federal Funding Agreements.

Establish and maintain the Management Control System.

Ensure all purchases are made under State purchase and contracting law.

Supervise and operate the federal to state reimbursement system

Ensure compliance with the Cash Management Improvement Act.

Ensure the annual direct cost allocation plan is submitted with Federal budget requests to capture Federal share of personnel costs

- Program 3 - Disaster Services

Public information

All commercial news media services will be aware of the methods Bureau of Disaster Services uses to provide information to the public.

Provide one Public Information Training Course to participating local jurisdictions and Disaster Services personnel per year.

Conduct one exercise per year involving news media in the broadcasting of evacuation or of life-saving information.

Conduct one test for State Public Information Emergency Response teams and local public information officers demonstrating the ability to construct and release emergency information during a major disaster.

Plans and preparedness

Review and update emergency operation plans for two counties per FEMA PPA Cooperative Agreement.

Provide State Hazard Mitigation planning training and assistance to counties to reduce the effects of disasters from all hazards.

Monitor earthquake activity in and around the State of Idaho and publish preparedness strategies.

Design, conduct and evaluate at least one state and one local emergency management related exercise per year.

Operations

Assist County Emergency Coordinators and , Civil Defense Directors to develop and refine local emergency management programs to met legislative objectives as outlined in the Disaster Preparedness Act.

Work with local Emergency Coordinators and Civil Defense Directors in conducting emergency management training exercises.

Maintain a preventive maintenance schedule for all emergency communication equipment in the State Emergency Operations Center.

Administration, Finance, and Resources

Provide annual reports to FEMA and other agencies to support state emergency management programs.

Prepare budgets projecting personnel, capital outlay, operational, and enhancement costs for FEMA and State.

Create a database of resources to be purchased, borrowed, rented or used for response and recovery from the effects of major disasters.

- Program 4 - Bureau of Hazardous Materials

Promote public safety by providing a state wide emergency response planning and capability for chemical and radiological emergencies including weapons of mass destruction.

Lead in attaining compliance with federal and state laws dealing with reporting of chemical inventories and toxic releases.

Promote and co-ordinate good working relationships in response planning and training among public and private emergence response organizations.

Provide technical advice and assistance to local government during emergency response operation.

Co-ordinate cost recovery for emergency response and cleanup from responsible parties.

Facilitate preparedness activities such as training, for State, local and emergency response personnel.

Foster and charter Local Emergency Planning Committees in compliance with Federal Law.

revising the strategic plan

ANNUAL REVISIONS & CONSTANT FEEDBACK ENSURE CONTINUED SUCCESS

The Process & the Outcome

In our effort to abide by the letter and spirit of the law, the IMD sets the following goals and standards for itself in the annual revisions to the strategic plan:

- 1) MAKING THE PLAN USER FRIENDLY. The two-year goal of the military division is to make the plan a document any agency employee or interested member of the public can read and understand. To ensure we achieve this goal, the IMD will elicit feedback from a wide and diverse a group as possible.
- 2) MAKING THE PLAN & PROCESS PUBLIC. To ensure the intent of the law is complied with requiring public access to the plan, the IMD will explore methods of making the plan public. This will include making it available on the Internet as a World Wide Web home page, publishing and mailing the plan to selected state, county and college libraries, and mailing copies of the plan to all government and private agencies which may be affected by the plan.
- 3) FEEDBACK. Everyone who receives a copy of the plan will also receive a questionnaire soliciting feedback on the plan, regarding both content and context.
- 4) MEASURING EFFECTIVENESS & EFFICIENCY. Feedback from government and public sources will enable us to measure the applicability of the plan to the "customer's" interest and comprehension level; monitoring the outcome of the stated goals and objectives of the plan over time will allow us to assess how effectively the plan is actually a instrument of management, or if it reflects the actual activities and purposes of the agency.
- 5) BUILDING THE TEAM. The IMD will establish a Strategic Plan Review Team to consist of selected general staff, subordinate commanders or their representatives, the state command sergeant major and senior enlisted advisor, and selected traditional Guardsmen to serve as at-large members. It will be the duties of this team to (a) assess the rate and status of goal or objective achievement, (b) assess the applicability and/or relativity of the published goals and objectives to the actual operations and ability of the agency to achieve the goals, and (c) to recommend changes, additions or deletions of goals and objectives to the adjutant general.
- 6) TIME TABLE FOR REVISION PRODUCTION. The plan is revised and updated annually. The start of the next revision will be January of 2001.
- 7) EXPECTED RESULTS. The IMD expects that the plan and process envisioned by the legislature will become an effective tool in establishing relative, achievable goals and objectives for the IMD, measuring our ability to achieve those goals along with the techniques and strategies we utilize to attain them, and

will be a key tool in focusing our energies to providing the services the people of Idaho, through the legislative and administrative process of government, actually need and/or desire from the IMD.